



2010/2011

BERGRIVIER MUNICIPALITY ANNUAL REPORT



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TABLE OF CONTENTS

EXECUTIVE MAYOR’S FOREWORD 6

MUNICIPAL MANAGER’S FOREWORD 8

EXECUTIVE SUMMARY 10

CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW 15

1.1 INTRODUCTION 15

1.2 MUNICIPAL OVERVIEW 19

1.2.1 VISION AND MISSION 19

1.2.2 GEOGRAPHIC PROFILE 20

1.2.3 DEMOGRAPHIC PROFILE 23

1.2.4 SOCIO-ECONOMIC PROFILE 25

CHAPTER 2: GOVERNANCE 29

2.1 INTRODUCTION 29

2.2 GOVERNANCE PERFORMANCE HIGHLIGHTS AND CHALLENGES 29

2.3 GOVERNANCE STRUCTURES 31

2.3.1 POLITICAL GOVERNANCE STRUCTURES 31

2.3.2 ADMINISTRATIVE GOVERNANCE STRUCTURE 37

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION 39

2.4.1 WARD COMMITTEES 39

2.4.2 GOVERNANCE FORUMS 43

2.5 CORPORATE GOVERNANCE 46

2.5.1 ANTI-CORRUPTION AND FRAUD 46

2.5.2 AUDIT COMMITTEE 47

2.5.3 INTERNAL AUDITING 48

2.5.4 AUDITOR-GENERAL 50

2.5.5 BY-LAWS AND POLICIES 50

2.5.6 COMMUNICATION 50

CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE 55

3.1 PERFORMANCE HIGHLIGHTS AND CHALLENGES: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 55

3.2 THE MUNICIPAL WORKFORCE 55

3.2.1 ORGANISATIONAL STRUCTURE 55

3.2.2 MANAGEMENT 57

3.3 HUMAN RESOURCE MANAGEMENT 57

3.3.1 RECRUITMENT AND SELECTION 58

Bergrivier Municipality: Annual Report 2010/11

| | | |
|-------------------|--|------------|
| 3.3.2 | MANAGING THE MUNICIPAL WORKFORCE | 61 |
| 3.2.3 | TRAINING AND DEVELOPMENT | 62 |
| 3.4 | CAPACITY DEVELOPMENT | 66 |
| 3.4.1 | SKILLS DEVELOPMENT | 66 |
| 3.5 | MUNICIPAL WORKFORCE EXPENDITURE..... | 66 |
| 3.5.1 | PERSONNEL EXPENDITURE | 66 |
| CHAPTER 4: | STRATEGIC PERFORMANCE | 68 |
| 4.1 | PERFORMANCE AS MEASURED AGAINST THE NATIONAL KEY PERFORMANCE INDICATORS | 70 |
| 4.1.1 | TOP LEVEL SDBIP - GOOD GOVERNANCE AND PUBLIC PARTICIPATION | 70 |
| 4.1.2 | TOP LEVEL SDBIP - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | 78 |
| 4.1.3 | TOP LEVEL SDBIP - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT... | 81 |
| 4.1.4 | TOP LEVEL SDBIP - LOCAL ECONOMIC DEVELOPMENT..... | 85 |
| 4.1.5 | TOP LEVEL SDBIP – BASIC SERVICE DELIVERY..... | 87 |
| 4.2 | SERVICE PROVIDERS PERFORMANCE | 96 |
| 4.3 | PERFORMANCE IN TERMS OF BASIC SERVICE DELIVERY | 105 |
| 4.3.1 | ACCESS TO BASIC SERVICES | 105 |
| 4.3.2 | ACCESS TO BASIC LEVELS OF SERVICES | 106 |
| 4.3.3 | WATER AND SANITATION | 108 |
| 4.3.4 | ELECTRICITY..... | 109 |
| 4.3.5 | HOUSING..... | 110 |
| 4.3.6 | REFUSE REMOVAL..... | 111 |
| 4.3.7 | ROADS | 112 |
| 4.3.8 | STORMWATER | 113 |
| 4.4 | LED | 113 |
| 4.4.1 | LED STRATEGY | 113 |
| 4.4.2 | LED INITIATIVES | 113 |
| CHAPTER 5: | FUNCTIONAL PERFORMANCE | 116 |
| 5.1 | OVERVIEW OF PERFORMANCE..... | 117 |
| 5.2 | PERFORMANCE PER FUNCTIONAL AREA..... | 118 |
| 5.2.1 | OFFICE OF THE MUNICIPAL MANAGER..... | 118 |
| 5.2.2 | ADMINISTRATIVE SERVICES | 124 |
| 5.2.3 | FINANCIAL SERVICES..... | 125 |
| 5.2.4 | COMMUNITY SERVICES | 126 |
| 5.2.5 | TECHNICAL SERVICES..... | 128 |
| CHAPTER 6: | FINANCIAL PERFORMANCE | 133 |

Bergrivier Municipality: Annual Report 2010/11

| | |
|--|------------|
| FIGURES AND TABLES | 134 |
| ABBREVIATIONS AND ACCRONYMS..... | 136 |
| ANNEXURE A: AUDIT COMMITTEE REPORT | 137 |
| ANNEXURE B:AUDITED FINANCIAL STATEMENTS AND REPORT OF THE AUDITOR GENERAL FOR 2010/11 | 140 |

EXECUTIVE MAYOR'S FOREWORD



It is an honour to be the Executive Mayor of Bergrivier Municipality and an absolute pleasure to submit the Annual Report for the 2010/11 financial year.

The main focus was to alleviate poverty and increase the standard of living of our community; this was partially achieved through the approval of 328 homes by the Department of Human Settlements.

Initially 136 families qualified for homes, in accordance with the policy approved by Council. The remaining 192 homes are in the process of being built and will be allocated in accordance with strict policy guidelines. Community projects and clean street programs were also initiated in all the towns and Municipal vacancies were advertised both internally and externally offering equal opportunities to all.

The Community Development Workers (CDW's) work in cooperation with the Mayor's Office. They assisted people in our communities who were applying for Identity Documents for the first time by providing them with free photographs and arranged Jamborees whereby Government Departments came together under one roof to answer community queries. The CDW's distribute bursary applications and employment opportunities within and beyond our municipal boundaries and we focus on our students who are matriculating and offer guidance and direction to them. The CDW's also arrange the annual Christmas Light Festivals

Bergrivier cannot exist without the full support of its staff members who are the pinnacle of its existence; we are committed to providing excellent and expeditious service. All queries are tracked on our online Complaints Programme which allows monitoring, feedback and recourse action. We can therefore speedily direct queries correctly and provide accurate responses to our community.

Many Bergrivier inhabitants fall beneath the R2500.00 monthly income bracket and qualify for indigent allowances. This places immense pressure on the finances of the Municipality and in turn limits our ability to assist with the funding of worthy causes. To combat this situation we are intent on increasing the funds in the Mayoral Fund by hosting as many fundraisers as possible so that we can facilitate any unforeseen circumstances such as death in the family, fire, senior citizen programmes, support to crèches and matriculants of Bergrivier and many more.

Bergrivier Municipality: Annual Report 2010/11

According to the late Mahatma Ghandi there are seven sins in the world: "Wealth without work, Pleasure without conscience, Knowledge without character, Commerce without morality, Science without humility, Worship without sacrifice and Politics without principle."

We, as the Council of Bergrivier will endeavour to be "sin-free"!!

In conclusion, I would like to express my gratitude to my fellow Councillors, senior management and mayoral staff for their ongoing, effortless support and hard work during this time. I would also thank all residents of Bergrivier as well as Community Leaders and Community Organisations for their support and participation in the affairs of the Municipality.

CLR EB Manuel
EXECUTIVE MAYOR

MUNICIPAL MANAGER'S FOREWORD



The 2010/11 financial year has been a good year for Bergrivier Municipality, due to the fact that we have received an unqualified Audit for three years in a row.

The performance of the Municipality has been highlighted in various National Government Reports and we received three Golden Arrow 2011 Awards from PMR Africa in the Cape West Coast Regional Survey.

We received awards in the following categories;

- 1) Local Government Initiatives Towns doing the most to attract local investment (Excellent 2nd overall).
- 2) Companies and institutions doing most in their sectors over the past 12 months to stimulate the economic growth and development of the West Coast Region, Water Providers (Joint 1st overall).
- 3) Towns doing most for social upliftment (2nd Overall).

A Customer Care Survey has been completed for 2010/11 and the results will be used to improve service delivery.

Service delivery can improve and it is also true that expectations regarding service delivery are very high given the current reality around poverty in our area of jurisdiction. The non payment of accounts for service delivery puts a huge burden on the Municipality to sustain service delivery levels.

The completion of capital projects to enhance and develop infrastructure has also been done in a satisfactory manner within the allocated budget. Various roads were resealed, and progress was made with the implementation of the closure of all the solid waste disposal sites and the building of drop-off sites at Aurora and Porterville.

The completion of the new traffic offices and administrative offices renovations and building will also improve service delivery.

An International Biodiversity Workshop was held in Velddrif where cities and towns from all over the world discussed strategies to improve biodiversity conservation. A Biodiversity Strategy and Action Plan was developed for Bergrivier during 2010/11.

Bergrivier Municipality: Annual Report 2010/11

The Internal Audit Committee is 100% active and plays a positive though strict role in the monitoring of Bergrivier's affairs. The Audit Committee will also function as a Performance Audit Committee with the appointment of a committee member who specialises in performance management.

The staff organigram has also been developed and approved and is in the process of being implemented. The updating of job descriptions and the appointment of skilled personnel will definitely raise productivity in the organisation.

All performance plans of section 57 appointees have been compiled according to the approved departmental business plans (SDBIP). These plans can be accessed on our municipal website, www.bergmun.org.za. The evaluation of the performance plans also takes place according to relevant legislation and is done by a committee, comprising the Municipal Manager of another Municipality, a Ward Committee Member, The Mayor or a member of the Executive Mayoral Committee and the Chairperson of the Internal Audit Committee.

Ward Committees are now active and are seen as the official channel for communities to channel their service delivery proposals to the Municipality.

I thank all residents of Bergrivier, as well as all employees of the Municipality for your continuous trust and support in all our endeavours and for helping to improve service delivery and customer care.

Christa Liebenberg
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

This Annual Report reflects on the performance of the Bergrivier Municipality for the 2010/2011 financial year. The structure of the report is as follows;

- Chapter 1 provides an overview of the Municipality including its geographic, demographic and socio economic characteristics.
- Chapter 2 focuses on governance and includes an overview of governance performance highlights, governance challenges, governance structures, accountability and corporate governance.
- Chapter 3 focuses on organisational development and human resource management.
- Chapter 4 focuses on the strategic performance of the Municipality including its performance as measured against the National Key Performance Indicators
- Chapter 5 focuses on functional performance and includes performance and performance highlights per Directorate
- Chapter 6 focuses on the financial sustainability of the Municipality as reflected in the audited Annual Financial Statements which include the Auditor Generals' Report for the year.

The Municipality's long-term development agenda is articulated by its programmes and projects. Service delivery occurs within a governance domain that includes sustainable service delivery, rural development, poverty alleviation, local economic development, biodiversity conservation, the effective use of resources and risk management. Central to service delivery is our vision and mission, which are commitments that capture the culture of the Municipality. These are reflected in our customer care charter which we review on an annual basis.

Achievements of Bergrivier Municipality during the year under review include:

- Three consecutive unqualified audits, 2008/09, 2009/10 and 2010/11;
- We received the following three awards at the PMR Africa Golden Arrow awards ceremony :
 - Joint 1st place in the Cape West Coast Region survey for Companies and institutions doing most in their sectors over the past 12 months to stimulate the economic growth and development of the Cape West Coast Region
 - Overall 2nd place in the Cape West Coast Region survey for Towns doing most to attract local investment
 - Overall 2nd place in the Cape West Coast Region for Towns doing most for social upliftment.

- We provide 50 free units of electricity and 6000 litres of free water to all residents;
- Increasing of the indigent allowance from R2100 per household to R2500; The income of residents that live with pensioners and those who receive medical disability allowances is not calculated when determining the indigent allowance of pensioners;
- The property tax rebate applicable to low cost housing increased from R20 000 to R50 000 which ensures that all low cost house owners do not have to pay property tax;
- 150 and 328 low cost houses were built in Velldrif and Piketberg respectively. These are the first houses built in our Municipal Area since 1998. Persons to whom houses were awarded will also qualify for indigent allowances where applicable. Twenty five Wendy houses were set up in the Trajekte Camp in Piketberg and serve as emergency housing units for families that previously lived in tents;
- Participation in the extended public works programme (EPWP) provided job opportunities for 510 residents and totalled an amount of R695 000. Twelve projects are already registered for 2011/2012 to the amount of R893 000 which will provide jobs for 409 residents, of which 42 will be women and 249 youth;
- Property tax for the agriculture and commercial sector is levied at the same rate as residential tax, in order to stimulate the local economy
- Bergrivier is already rated as one of the best municipalities in the country when it comes to basic service delivery. The client service charter that was launched in 2009 can be used as a standard for residents to rate service delivery;
- Infrastructure development, as well as maintenance are rated as high priority areas, and the upgrading of the water purification works and sewerage works is already underway in Piketberg;
- Planning has been completed for the recycling of refuse for Bergrivier, which will create job opportunities for private contractors and will in time will decrease the high cost of refuse removal and dumping;
- Bulk electricity services were upgraded in Velldrif and Dwarskersbos at a cost of approximately R14 million;
- Significant progress was made with the interdepartmental project to decrease water losses;
- New sport facilities were provided for the communities of Eendekuil, Redelinghuys and Aurora;
- The newly built traffic centre addresses enables us to provide high level traffic and licencing services to our community. The upgrading of the municipal offices has also lead to better service delivery and eliminates the cost of hiring private office space. The capital spent on the building will become an asset for the community.

Bergrivier Municipality: Annual Report 2010/11

- A Fire extinguishing vehicle was bought for Velldrif;
- Planning and negotiations were completed with the Versfeld School on Piket-berg for the opening of a Wheelie wagon (mobile library);
- The Porterville and Piketberg Museum themes were revised in conjunction with the Provincial Museum Services;
- Bergrivier Municipality is part of the International Biodiversity Programme, Local Action for Biodiversity, which held a successful International Biodiversity Workshop in Velldrif during February 2011;
- The results of our Customer Satisfaction Survey indicate that we are achieving an average to good rating when it comes to the execution of the service charter.

CHAPTER 1



CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 INTRODUCTION

The 2010/11 Annual Report reflects on the performance of the Bergrivier Municipality for the period 1 July 2010 to 30 June 2011. This Annual Report is compiled in terms of Section 46 of the Municipal Systems Act No. 32 of 2000 read together with Section 121 of the Municipal Finance Management Act No. 56 of 2003.

Table 1: Legislative framework

| LEGISLATION | SECTION | MAIN PROVISIONS |
|--|---|--|
| Municipal Systems Act No. 32 of 2000 | Section 46: Annual Performance Reports | <p>1) A municipality must prepare for each financial year a performance report reflecting -</p> <p>(a) the performance of the municipality and of each external service provider during that financial year;</p> <p>(b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and</p> <p>(c) measures taken to improve performance.</p> <p>1) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.</p> |
| Municipal Finance Management Act No 56 of 2003 | Section 121: Preparation and adoption of annual reports | <p>1) Every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.</p> <p>2) The purpose of an annual report is-</p> <p>(a) to provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;</p> <p>(b) to provide a report on performance against</p> |

Bergrivier Municipality: Annual Report 2010/11

| LEGISLATION | SECTION | MAIN PROVISIONS |
|-------------|---------|---|
| | | <p><i>the budget of the municipality or municipal entity for that financial year; and</i></p> <p><i>(c) to promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.</i></p> <p><i>3) The annual report of a municipality must include-</i></p> <p><i>(a) the annual financial statements of the municipality, and in addition, if section 122 (2) applies, consolidated annual financial statements, as submitted to the Auditor-General for audit in terms of section 126 (1);</i></p> <p><i>(b) the Auditor-General's audit report in terms of section 126 (3) on those financial statements;</i></p> <p><i>(c) the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal Systems Act;</i></p> <p><i>(d) the Auditor-General's audit report in terms of section 45 (b) of the Municipal Systems Act;</i></p> <p><i>(e) an assessment by the municipality's accounting officer of any arrears on municipal taxes and service charges;</i></p> <p><i>(f) an assessment by the municipality's accounting officer of the municipality's performance against the measurable performance objectives referred to in section 17 (3) (b) for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant financial year;</i></p> <p><i>(g) particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d);</i></p> <p><i>(h) any explanations that may be necessary to</i></p> |

Bergrivier Municipality: Annual Report 2010/11

| LEGISLATION | SECTION | MAIN PROVISIONS |
|-------------|--|---|
| | | <p style="text-align: center;"><i>clarify issues in connection with the financial statements;</i></p> <p style="text-align: center;"><i>(i) any information as determined by the municipality;</i></p> <p style="text-align: center;"><i>(j) any recommendations of the municipality's audit committee; and</i></p> <p style="text-align: center;"><i>(k) any other information as may be prescribed.</i></p> |
| | <p>Section 127: Submission and tabling of annual reports</p> | <p>2) <i>The Mayor must within seven months (by end January) of the financial year, table in the municipal council the annual report of the municipality.</i></p> <p>3) <i>If the mayor, for whatever reason, is unable to table in council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:</i></p> <p style="padding-left: 40px;"><i>a) Promptly submit to the council a written explanation referred to in section 133(1)(a) setting out the reasons for the delay, together with any components of the annual report listed in section 121(3) or (4) that are ready; and</i></p> <p style="padding-left: 40px;"><i>b) Submit to council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.</i></p> <p>5) <i>Immediately after an annual report is tabled in the council in terms of subsection (2), the accounting officer of the municipality must—</i></p> <p style="padding-left: 40px;"><i>(a) in accordance with section 21A of the Municipal Systems Act—</i></p> <p style="padding-left: 80px;"><i>(i) make public the annual report; and</i></p> <p style="padding-left: 80px;"><i>(ii) invite the local community to submit representations in connection with the annual report; and</i></p> <p style="padding-left: 40px;"><i>(b) submit the annual report to the Auditor-General, the relevant provincial treasury and the</i></p> |

Bergrivier Municipality: Annual Report 2010/11

| LEGISLATION | SECTION | <i>MAIN PROVISIONS</i> |
|-------------|---|--|
| | | <i>provincial department responsible for local government in the Province.</i> |
| | Section 129: Oversight reports on annual reports | <i>1) The council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control, and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127 adopt an oversight report...</i> |

1.2 MUNICIPAL OVERVIEW

Bergrivier Municipality is situated in the West Coast District of the Western Cape Province and shares a jurisdiction with the West Coast District Municipality (WCDM). It is bordered by the Atlantic Ocean to west, Swartland and Saldanha Bay Municipalities to the South and Cederberg Municipality to the North. The administrative centre of the Bergrivier Municipality is located in Piketberg. The Bergrivier Municipality has 22152 registered voters and is divided into 7 Wards with 13 Councillors.

Bergrivier Local Municipality is a category B (Local) municipality. A Category B Municipality is a Municipality that shares a jurisdiction with the Category C (District) Municipality in whose area it falls. Municipal functions are divided between the District and Local Municipality in terms of Section 84 of the Municipal Systems Act, Act 117 of 1998.

1.2.1 VISION AND MISSION

The Municipality committed itself to the following vision and mission:



THE VISION

Bergrivier Municipality strives towards a satisfied community by means of balanced, agreed upon, sustainable and effective service delivery.



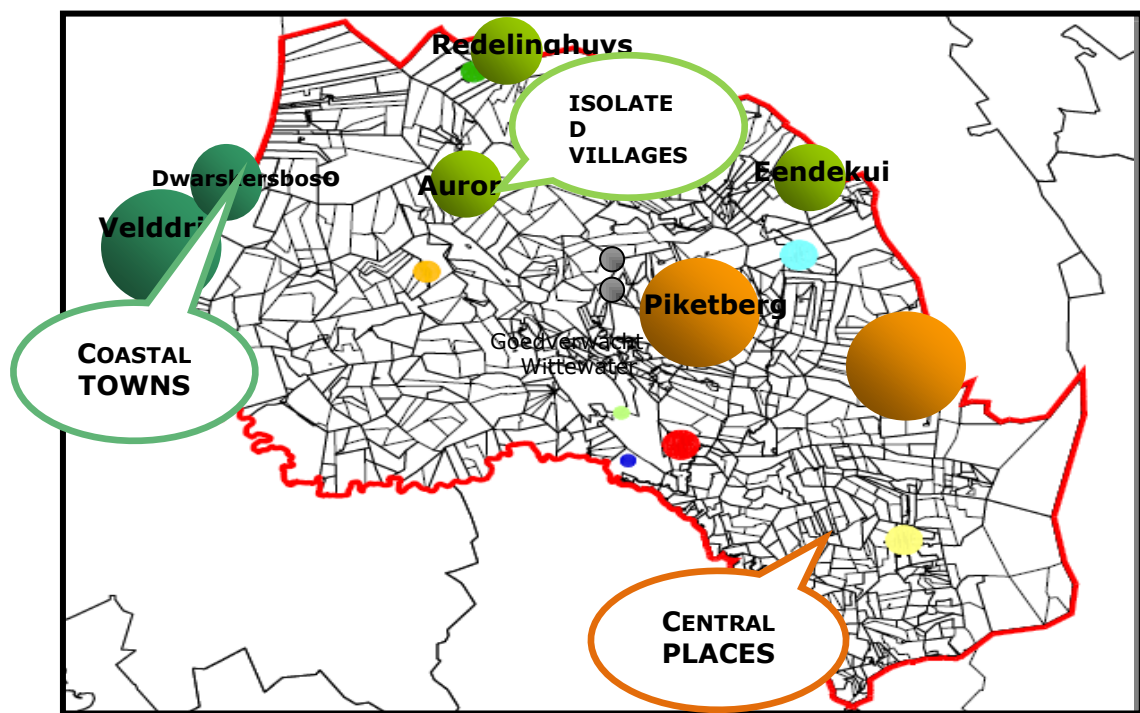
THE MISSION

Our mission is to deliver cost-effective, sustainable services with a well represented army of employees who are motivated to stimulate local economic development as well as environmentally sensitive development through transparent decision making based on sound management principles within the ambit of unique character and cultural, historical heritage.

1.2.2 GEOGRAPHIC PROFILE

The Bergrivier Municipal Area is approximately 4264km² in size and comprises nine settlements namely Piketberg, Velddrif, Porterville, Goedverwacht, Wittewater, Eendekuil, Aurora, Redelinghuys and Dwarskersbos and an extensive rural area. Bergrivier is characterised by an abundance of natural assets, including the Olifants, Winterhoek and Piketberg Mountain Ranges, the Olifants and Berg Rivers and 40 kilometres of coast line.

Figure 1: Map of Bergrivier Municipality



The following table provides an overview of the various settlements that constitute Bergrivier Municipality;

Table 2: Bergrivier settlement types, characteristics and economic base

| SETTLEMENT TYPE | SETTLEMENT | CHARACTERISTICS AND ECONOMIC BASE |
|-----------------|---|---|
| Coastal Towns | Velddrif (Including Laaiplek, Port Owen and Noordhoek) | Velddrif functions as a focal point for the fishing industry along the West Coast. The most important resources are the sea, the coastal environment and the Bergrivier Estuary. Tourism, retirees and second home residents provide a solid base for the local |

Bergrivier Municipality: Annual Report 2010/11

| | | |
|-------------------|--------------|--|
| | | economy. |
| | Dwarskersbos | Dwarskersbos is characterised by its property market, holiday accommodation and tourism. The sea and coastal area are the most important natural resources. The main function of the town is to provide holiday accommodation. Tourism, retirees and second home residents provide a solid base for the local economy. |
| Central places | Piketberg | Piketberg is the administrative seat of the Bergrivier Municipality and the service and commercial centre of the surrounding agricultural area. The primary economic base of Piketberg is agriculture. Public-sector activities related to the municipal head office, district offices, provincial government offices and other public functions also provide a solid base for the local economy. |
| | Porterville | Sound infrastructure has contributed towards the establishment of a Regional Kaap Agri Office as well as the Voorberg prison. The economic base of Porterville is primarily agriculture, which is supplemented by some recreational and tourism activities. |
| Isolated villages | Redelinghuys | The town mainly functions as a residential area for the surrounding agricultural sector and retired people. Some recreational potential lies in the Verlorenvlei which is a Ramsar Site, falling partially within Bergrivier's area of jurisdiction. This town has no autonomous economic base other than the accommodation of farm workers involved in the nearby farms and basic service provision associated with this use. |
| | Aurora | The town has a rural character against a picturesque topographical setting. This town has no autonomous economic base other than the accommodation of farm workers involved in the nearby farms and basic service provision associated with this use. |

Bergrivier Municipality: Annual Report 2010/11

| | | |
|------------------------------|-----------------------------|---|
| | Eendekuil | Functions as a low-order agricultural service centre that is dependent on Piketberg for higher-order services. Mainly a dormitory town for farm workers and retired people. This town has no autonomous economic base other than the accommodation of farm workers involved in the nearby farms and basic service provision associated with this use. |
| Isolated villages (Moravian) | Goedverwacht and Wittewater | These towns are located on private land, within a predominantly agricultural area. They are Mission Stations run by the Moravian Church of South Africa, and have little direct investment to stimulate economic activities. Inhabitants work mainly on the surrounding farms, but the villages do boast some very good builders. The scenic mountains and the missionary culture offer some tourism potential, but this can only be realized within the context of the larger tourism plan for the region. |

The Municipal Demarcation Board (MDB) demarcated new ward boundaries for the local government elections that were held on 18 May 2011. This resulted in a dramatic reconfiguration of the 2006-2011 wards which will in turn have a significant impact on local planning processes. The geographic composition of the wards is as follows;

Table 3: Geographic composition of wards

| WARD | GEOGRAPHIC COMPOSITION |
|----------|--|
| 1 | Porterville residential area, 24 Riviere , Nu – Hoop and Berghof Farms |
| 2 | Monte Bertha (Porterville) and Jakkalskloof |
| 3 | Eendekuil, Piketberg Town, Windheuwel and Middeldeursvlei Farms |
| 4 | Piketberg Town |
| 5 | De Hoek, Goedverwacht, Stawelklip, Wittewater, Genadenberg, Kliphoek, Karookop |
| 6 | Aurora, Redelinghuys, Dwarskersbos, Adamboerskraal farm, St Helenafontein farm |
| 7 | Velddrif, Laaiplek, Noordhoek, Port Owen |

1.2.3 DEMOGRAPHIC PROFILE

A POPULATION AND POPULATION GROWTH

The estimated population figure for Bergrivier Municipality in 2001 was 46327. According to the Community Survey of 2007, this figure decreased to 44740. This constituted 17.25% of the District population of 258974 in 2007. Bergrivier has a substantial rural population which is estimated to be 30.11% of the total population. (Bergrivier Municipality: 2010/11 IDP Review) The population per settlement is estimated as follows;

Table 4: Population figures per settlement

| SETTLEMENT | POPULATION |
|--------------|------------|
| Piketberg | 11900 |
| Porterville | 7900 |
| Velddrif | 10700 |
| Aurora | 420 |
| Eendekuil | 840 |
| Redelinghuys | 1000 |

(Bergrivier Municipality revised SDF 2008)

The table below illustrates the yearly population growth (decline) for the municipal area.

Table 5: Annual population growth rate

| YEAR | AVERAGE ANNUAL % |
|-------------|------------------|
| 2001 – 2007 | -1.03% |

B POPULATION BY GENDER

Bergrivier's population is predominantly male but almost on a par with the female population, which is a deviation from the District, Provincial and National population which is predominantly female.

Bergrivier Municipality: Annual Report 2010/11

Table 6: Gender composition of the population

| GENDER | NUMBER |
|--------------|--------------|
| Male | 22431 |
| Female | 22311 |
| Total | 44742 |

(Statistics South Africa 2007 Community Survey)

C POPULATION BY AGE

Bergrivier's population is predominantly youthful with 68.8% of the population falling within the national definition of youth, which is below 35 years of age.

Table 7: Age composition of the population

| AGE GROUP | NUMBER | % |
|--|--------------|-------------|
| 0 – 34 years (Youth) | 30802 | 68.8 |
| 0-14 years (Children) | 12291 | 27.47 |
| 15 - 64 years (Working age population) | 28924 | 63.2 |
| 65 years and older | 3527 | 7.8 |

(Statistics South Africa 2007 Community Survey)

D RACIAL COMPOSITION

An understanding the racial composition of the population provides valuable insight into changes to the human settlement history and migratory patterns of a population. Bergrivier's population is predominantly coloured with 75.5% of the population belonging to this racial group. White people constitute 18.3% of the total population and African people 6.0 %. Between 2001 and 2007, the racial composition of Bergrivier remained fairly stable; with only minor changes in representation of the different racial groups

Table 8: Racial composition of the population

| POPULATION GROUP | POPULATION | % |
|------------------|--------------|--------------|
| African | 2668 | 6.0 |
| Coloured | 33878 | 75.7 |
| Indian or Asian | 17 | 0.0 |
| White | 8179 | 18.3 |
| Total | 44742 | 100.0 |

(Census 2001, Community Survey 2007)

E HOUSEHOLDS

Bergrivier Municipality: Annual Report 2010/11

The Municipality has 8477 households. The Municipality experienced a significant increase in indigent households between the 2009/10 and 2010/11 financial year. At present, indigent households constitute 28.31% of the total households in the Municipality. Indigent households place enormous pressure on the financial resources of the Municipality as we subsidise each indigent household and the continual increase in indigent households will challenge the long-term financial viability of the Municipality, a case in point being the planned low cost housing project in Piketberg. The table below provides an overview of the increase in the number of households and indigent households.

Table 9: Total number of households and indigent households

| HOUSEHOLDS | 2009/10 | 2010/11 |
|---------------------------------------|----------------|----------------|
| Households in municipal area | 7856 | 8472 |
| Indigent households in municipal area | 2 000 | 2 400 |
| % Indigent households | 25.45 | 28.31 |

1.2.4 SOCIO-ECONOMIC PROFILE

A SOCIAL DEVELOPMENT

Low skills levels are contributing to unemployment levels of the Municipal Area and are cause for concern. Literacy is a skills level indicator which is calculated as the proportion of persons 14 years and older who have successfully completed a minimum of 7 years of formal education. Bergrivier's literacy levels are the lowest in the district at 70.5 which are much lower than district and provincial norms. The literacy levels of the district and province are 76.1 and 82.4 respectively. Education and training opportunities are also limited by the fact that Bergrivier is the only Municipal Area without a Further Education and Training College (FET College).

There are 14 health care facilities in the Municipal Area, which is the lowest number in the District. There is a need for improved access to service delivery points especially in rural areas, where people have to walk great distances to access services. HIV/AIDS remains a major concern.

High poverty and vulnerability levels continue to have an impact on the Municipality;

- The poverty rate is the percentage of people living in households with an income less than the poverty income. The poverty income is defined as the minimum monthly income needed to sustain a household and varies according to household

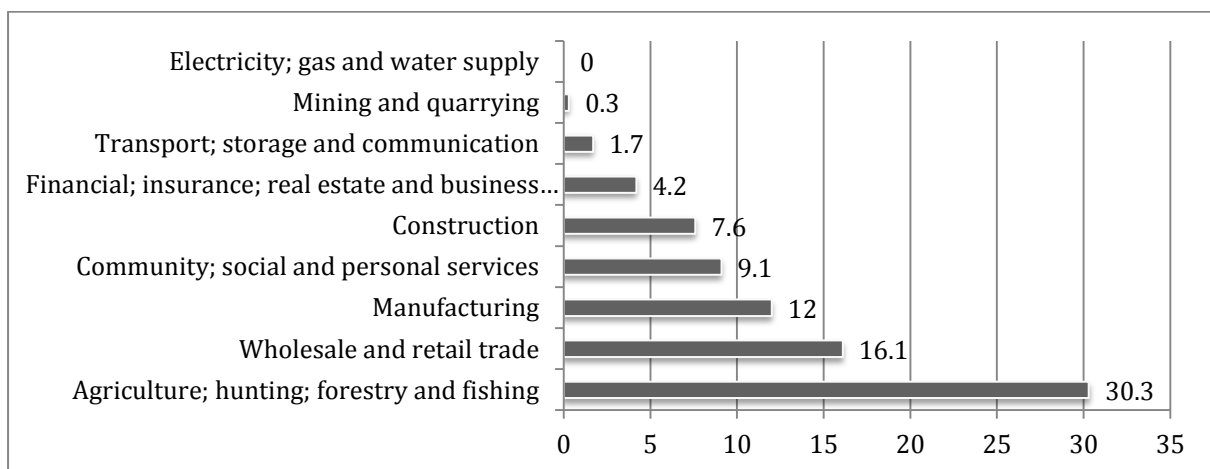
size. The poverty level for Bergrivier is 33.8% which is higher than the District norm of 30.4%. Bergrivier has the second highest poverty level in the District but it is showing a miniscule decline.

- The Gini coefficient is a statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). Bergrivier’s Gini coefficient is 0.57 which is below the district norm of 0.60 and the lowest in the district.
- The Human Development Index (HDI) is a composite, relative index that quantifies the extent of human development of a community. It is based on measures of life expectancy, literacy and income. Bergrivier’s HDI is 0.63 which is the second lowest in the District and below the district norm of 0.65. (Western Cape Government; Provincial Treasury; Regional Economic Development Profile 2011)

B ECONOMIC DEVELOPMENT

Bergrivier’s unemployment rate is 10.2% which is substantially lower than the District norm of 15.5 and the second lowest in the District. Bergrivier’s dominant employment sector is the Agriculture, hunting, forestry and fishing sector (30.3%) which attests to a high dependence on primary activities. This is followed by the wholesale and retail trade sector (16.1%) and the manufacturing sector (12.1%). (Western Cape Government; Provincial Treasury; Regional Economic Development Profile 2011)

Figure 2: Employment by Sector



(StatsSA, Community Survey 2007)

Bergrivier Municipality: Annual Report 2010/11

The following table provides an overview of Bergrivier's key economic activities

Table 10: Key economic activities within Bergrivier Municipality

| KEY ECONOMIC ACTIVITIES | DESCRIPTION |
|--------------------------------|--|
| Agriculture | Agriculture is the largest employment sector in the Bergrivier Municipality, providing work for more than half the total labour force. This sector is also responsible for secondary employment opportunities such as packaging, bottling and agro-processing jobs. Primary agricultural activities within this sector include livestock farming (sheep, cattle, pig) and grain and fruit farming. Rooibos tea is also grown in this area. |
| Fishing | Includes deep-sea fishing, crayfish, pelagic sector, line fish and mariculture. |
| Mining | The mining sector in Bergrivier is small. Types of mining include cement production at De Hoek and salt mining at Velddrif and some small scale sand mining. |
| Tourism | Tourism was identified as a key agent for sustainable development. Tourism attractions include; Unique vegetation (Sandvlakte fynbos, West Coast Renosterveld and Berg-Fynbos), Fauna locations, archaeological and paleontological sites, culturally historic sites and pristine conservation areas. Tourism is strongly linked to the natural environment, and the growth of tourism sector activities will depend on the preservation of the natural environment. |

Chapter 2



CHAPTER 2: GOVERNANCE

2.1 INTRODUCTION

Bergrivier Municipality is established in terms of Section 12 of the Municipal Structures Act, Act 118 of 1998 as a Municipality with a Mayoral Executive System combined with a Ward Participatory System. The Municipality’s governance structures are constituted as follows:

- Political Structures
 - Municipal Council
 - The Executive Mayor and Executive Mayoral Committee
 - Portfolio Committees
- Community Structures
 - Ward Committees
- The Administration
- The Administration comprises the Office of the Municipal Manager and 4 Directorates namely an Administration, Technical Services, Community Services and Finance Directorate.

2.2 GOVERNANCE PERFORMANCE HIGHLIGHTS AND CHALLENGES

The following table provides an overview of our performance challenges and highlights in terms of the Key Performance Areas of Local Government. This will be elaborated on in Chapter 4.

Table 11: Governance performance highlights and challenges

| KPA | PERFORMANCE | CHALLENGES |
|---------------------------------------|---|--|
| Local economic development and growth | The Municipality’s LED strategy was revised and approved by Council. The Municipal partnership with PPC De Hoek to initiate LED projects to create jobs for locals culminated in a water quality improvement project at Wittewater and Goedverwacht, as well as the initiation of a Porterville Development Centre. The Council | There is no dedicated permanent official responsible for LED which makes it difficult to focus on LED initiatives. |

Bergrivier Municipality: Annual Report 2010/11

| KPA | PERFORMANCE | CHALLENGES |
|---|---|---|
| | also approved the development of a botanical garden in Piketberg which has potential for job creation and education. | |
| Service delivery and infrastructure development | 100% of households have access to basic levels of water, sanitation, electricity and solid waste removal. | The bulk service infrastructure in all our major towns is exceeding its design capacity which makes us unable to respond to development opportunities and in so doing grow our local economy, or even provide for housing which is a basic human right. |
| Financial management and viability | In 2010/11 the Municipality received an unqualified audit report for the third year in a row. | It is estimated that the cash reserves of the Municipality will run out in two years' time if we continue with the current levels of expenditure on infrastructure and do not increase our income or find alternate sources of funding. |
| Institutional development and transformation | Compliance with regards to the number of people employed from designated employment equity target groups. | It remains difficult to source females and black employees in all categories of employment, as well as coloured and black senior managers. |
| Democracy and good governance | Public Participation structures are functional (Ward Committees) The Municipality also participated actively on other participation forums such as the Berg Estuary Management Forum, Future Development Forum, Greater Cederberg Biodiversity Corridor (GCBC) and various Governmental | Not all Ward Councillors were committed to the Ward Committee process. There is no dedicated permanent official responsible for public participation which makes it difficult to adequately focus on this area. |

| KPA | PERFORMANCE | CHALLENGES |
|------------|---|-------------------|
| | Forums. A local LED Forum was also initiated. | |

2.3 GOVERNANCE STRUCTURES

2.3.1 POLITICAL GOVERNANCE STRUCTURES

Municipal elections take place every five years, the most recent being 18 May 2011. The implication of this is that the composition of all our political structures changed during the financial year.

A COUNCIL

The Municipal Council comprises 13 Councillors, seven of whom are Ward Councillors and six of whom are Proportional Representation (PR) Councillors. The Municipal Council is chaired by the Speaker and meets on a quarterly basis.

The tables below provide a list of Councillors, their office and political affiliations for the term that ended with the 18 May 2011 elections as well as Councillors who were elected following the 18 May 2011 municipal election.

Table 12: Previous Council (13 April 2011 - 18 May 2011)

| NAME | OFFICE | PARTY | WARD / PR |
|--------------------|----------------------------|--------------|------------------|
| ClIr A de Vries | Executive Mayor | DA | Ward 3 |
| ClIr R van Rooy | Deputy-Mayor | Independent | Ward 4 |
| ClIr S Crafford | Executive Committee Member | DA | Ward 1 |
| ClIr D Mbabane | Speaker | ID | Proportional |
| ClIr J Swart | Ward Councillor | ANC | Ward 5 |
| ClIr J Afrikaner | Ward Councillor | ANC | Ward 7 |
| ClIr R de Villiers | Ward Councillor | ANC | Ward 2 |
| ClIr S Karools | Ward Councillor | ANC | Ward 6 |
| ClIr G Esau | PR Councillor | DA | Proportional |
| Ald J Raats | PR Councillor | DA | Proportional |

Bergrivier Municipality: Annual Report 2010/11

| | | | |
|-------------------|---------------|-----|--------------|
| Ald P Van Niekerk | PR Councillor | DA | Proportional |
| CLlr S Lesch | PR Councillor | ANC | Proportional |

(*There was one vacancy)

Table 13: Current Council (2 June 2011 – Present)

| NAME | OFFICE | PARTY | WARD |
|-----------------|----------------------------|-------|--------------|
| CLlr E Manuel | Executive Mayor | DA | Proportional |
| CLlr S Crafford | Deputy-Mayor | DA | Ward 7 |
| CLlr A de Vries | Executive Committee Member | DA | Proportional |
| CLlr J Raats | Speaker | DA | Ward 1 |
| CLlr D Adams | Ward Councillor | DA | Ward 5 |
| CLlr C Snyders | Ward Councillor | DA | Ward 6 |
| CLlr R van Rooy | Ward Councillor | COPE | Ward 4 |
| CLlr W Dirks | Ward Councillor | ANC | Ward 2 |
| CLlr J Botha | Ward Councillor | DA | Ward 3 |
| CLlr S Claasen | PR Councillor | ANC | Proportional |
| CLlr S Smit | PR Councillor | ANC | Proportional |
| CLlr C Snyders | PR Councillor | ANC | Proportional |
| CLlr A Maarman | PR Councillor | ANC | Proportional |

The following table indicates the Council meetings and attendance for the 2010/11 financial year:

Table 14: Council meetings and attendance

| DATES | ATTENDANCE | APOLOGIES | ABSENT |
|-------------------|------------|-----------|--------|
| 29 July 2010 | 12 | 1 | 0 |
| 28 September 2010 | 12 | 1 | 0 |
| 19 October 2010 | 10 | 2 | 1 |
| 30 November 2010 | 10 | 2 | 1 |
| 13 December 2010 | 10 | 3 | 0 |
| 27 January 2011 | 10 | 0 | 3 |

Bergrivier Municipality: Annual Report 2010/11

| DATES | ATTENDANCE | APOLOGIES | ABSENT |
|--------------------------------|-------------------|------------------|---------------|
| 08 February 2011 | 11 | 0 | 2 |
| 28 February 2011 | 12 | 1 | 1 |
| 17 March 2011 | 11 | 0 | 2 |
| 29 March 2011 | 12 | 1 | 0 |
| 13 April 2011 | 11 | 0 | 2 |
| 12 May 2011 | 8 | 5 | 0 |
| 16 May 2011 (Meeting deferred) | 6 | 1 | 6 |
| 02 June 2011 | 13 | 0 | 0 |
| 14 June 2011 | 13 | 0 | 0 |

B EXECUTIVE MAYORAL COMMITTEE

The Executive Mayor is at the centre of the governance system and is responsible for providing political and strategic leadership. Executive power is vested in the Executive Mayor, in accordance with a framework of powers assigned by legislation and powers delegated by the Municipal Council in terms of the Municipal Systems Act 32 of 2000. The Executive Mayoral Committee is chaired by the Executive Mayor and comprises the Deputy Mayor and two full time Councillors. This Committee meets at least once a month, 10 months of the year.

The financial year commenced under the leadership of Councillor JA Liebenberg who was elected as Executive Mayor until he resigned in April 2011. From 13 April 2011, Councillor A de Vries, was elected Executive Mayor until the Municipal election on 18 May 2011. The new Council was elected on 2 June 2011 and Cllr E Manuel was elected as Executive Mayor.

The tables below indicate the composition of the Mayoral Committee and the number of legislated reports that each Mayoral Committee submitted to the Council. All reports required in terms of legislation were submitted timeously.

Bergrivier Municipality: Annual Report 2010/11

Table 15: Previous Executive Mayoral Committee (13 April 2011 - 18 May 2011)

| NAME | OFFICE | REPORTS SUBMITTED TO COUNCIL |
|----------------------------------|--------------------------------|---|
| CLlr A de Vries (DA) | Executive Mayor | Monthly Financial Reports (11) IDP (1) Performance Report (1) |
| CLlr R van Rooy (Independent) | Executive Deputy Mayor | |
| CLlr S Crafford (DA) | Member of Mayoral Committee | |
| CLlr R Van Rooy (Independent) | Member of Mayoral Committee | |

Table 16: Current Executive Mayoral Committee (2 June 2011 – Present)

| NAME | OFFICE | REPORTS SUBMITTED TO COUNCIL |
|------------------------|--------------------------------|---|
| CLlr E Manuel (DA) | Executive Mayor | Monthly Financial Reports (1) Performance Report (1) |
| CLlr S Crafford (DA) | Executive Deputy Mayor | |
| CLlr A de Vries (DA) | Member of Mayoral Committee | |
| CLlr R Van Rooy (COPE) | Member of Mayoral Committee | |

C PORTFOLIO COMMITTEES

Portfolio Committees are appointed in terms of section 80 of the Municipal Structures Act, Act 117 of 1998. There are four Portfolio Committees, namely an Administration, Finance, Technical and Community Services Portfolio Committee which are chaired by the Deputy Mayor, Speaker and the two members of the Executive Mayoral Committee. The remaining members of these Committees comprise the other Councillors. Every Councillor is therefore a member of one or more Portfolio Committees. Portfolio Committees have no powers and may only make recommendations to the Executive Mayoral Committee. Portfolio Committees meet as and when required but at least once per quarter.

The tables below indicate the composition of the Portfolio Committees prior to and after the 18 May 2011 Municipal Election.

Bergrivier Municipality: Annual Report 2010/11

Table 17: Previous Portfolio Committees

| COMMITTEE | REPRESENTATIVES |
|-----------------------------------|--|
| Financial Services Committee | Ald J Raats (DA) (Chairperson) |
| | Ald P van Niekerk (DA) |
| | Cllr D Mbabane (ID) |
| | Cllr R van Rooy (Independent) |
| | Cllr C Karools (ANC) |
| | Cllr J Swart (ANC) |
| | Cllr A de Vries (DA) (Ex-officio) |
| Administrative Services Committee | Cllr D Mbabane (ID) (Chairperson) |
| | Cllr G Esau (DA) |
| | Cllr C Karools (ANC) |
| | Cllr Me S Lesch (ANC) |
| | Cllr R van Rooy (Independent) |
| | Cllr A de Vries (DA) (Ex-officio) |
| Technical Services Committee | Cllr A de Vries (DA) (Chairperson) |
| | Cllr S Crafford (DA) |
| | Cllr D Mbabane (ID) |
| | Cllr R de Villiers (ANC) |
| | Cllr J Afrikaner (ANC) |
| | Cllr R van Rooy (Independent) |
| Community Services Committee | Cllr E Schreuder (DA) (Chairperson) |
| | Cllr R van Rooy (Independent) |
| | Cllr D Mbabane (ID) |
| | Cllr J Afrikaner (ANC) |
| | Ald P van Niekerk (DA) |

Bergrivier Municipality: Annual Report 2010/11

Table 18: Current Portfolio Committees

| COMMITTEE | REPRESENTATIVES |
|--|--|
| Financial Services Committee | Clr S Crafford (DA) (Chairperson) |
| | Ald J Raats (DA) |
| | Clr R van Rooy (COPE) |
| | Clr S Smit (ANC) |
| Administrative Services Committee | Ald J Raats (DA) (Chairperson) |
| | Clr C Snyders (DA) |
| | Clr R van Rooy (COPE) |
| | Clr A Maarman (ANC) |
| Technical Services Committee | Clr A de Vries (DA) (Chairperson) |
| | Clr J Botha (DA) |
| | Clr R van Rooy (COPE) |
| | Clr W Dirks (ANC) |
| Community Services Committee | Clr R van Rooy (COPE) (Chairperson) |
| | Clr D Adams (DA) |
| | Ald J Raats (DA) |
| | Clr S Claassen (ANC) |

The table below indicates the dates of the Portfolio Committee meetings for the 2010/2011 financial year:

Table 19: Portfolio Committee Meetings

| NAME OF MEETING | MEETING DATES |
|-------------------------------------|------------------|
| Financial Committee | 7 July 2010 |
| | 3 August 2010 |
| | 7 September 2010 |
| | 7 October 2010 |
| | 4 November 2010 |
| | 3 February 2011 |
| | 3 March 2011 |
| | 7 April 2011 |
| Technical Services Committee | 6 July 2011 |
| | 4 August 2010 |
| | 6 September 2010 |
| | 6 October 2010 |

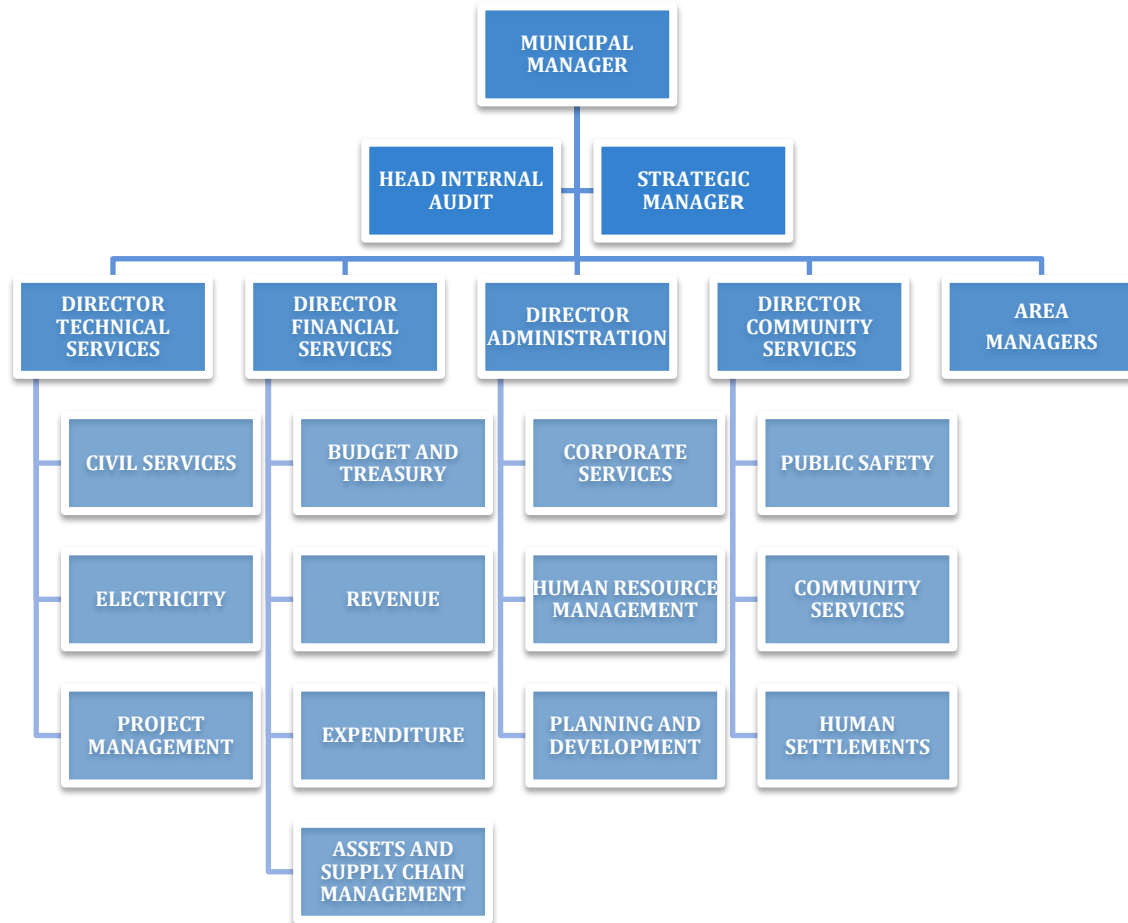
Bergrivier Municipality: Annual Report 2010/11

| NAME OF MEETING | MEETING DATES |
|--|------------------|
| | 3 November 2010 |
| | 2 February 2011 |
| | 2 March 2011 |
| | 6 April 2011 |
| Administrative Services Committee | 6 July 2010 |
| | 6 September 2010 |
| | 4 November 2010 |
| | 3 February 2011 |
| | 3 March 2011 |
| | 7 April 2011 |
| Community Services Committee | 7 July 2010 |
| | 4 August 2010 |
| | 8 September 2010 |
| | 6 October 2010 |
| | 3 November 2010 |
| | 02 February 2011 |
| | 02 March 2011 |
| | 06 April 2011 |

2.3.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The administration comprises the Office of the Municipal Manager and 4 Directorates namely an Administration, Technical Services, Community Services and Finance Directorate. The Municipal Managers office comprises the Strategic Manager and the Head Internal Audit. The latter reports to the Chairperson of the Performance Committee and therefore only reports indirectly to the Municipal Manager. The Municipal Manager is the Accounting Officer of the Municipality and is primarily responsible for service delivery. The following diagram indicates the management structure of the Municipality including sub directorates

Figure 3: Organisational structure



Bergrivier Municipality Annual Report 2010/11

The following table indicates which of the top management have signed performance agreements. It should be noted that although there was no agreement with the Acting Director Technical Services, his performance was still monitored through our performance management system.

Table 20: Performance agreements

| NAME | DESIGNATION | PERFORMANCE AGREEMENT |
|---------------|------------------------------------|-----------------------|
| EC Liebenberg | Municipal Manager, Council | Yes |
| JD Joubert | Director Administrative Services | Yes |
| K van Niekerk | Director Financial Services | Yes |
| D Lambrechts | Director Community Services | Yes |
| AJ Willemse | Acting Director Technical Services | No |

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 152 (1) of the Constitution sets out the objectives of local government which are interalia to;

- ≈ To provide democratic and accountable government to the communities
- ≈ To encourage communities and community organisations to get involved in local government matters

The Municipality is accountable to the public and is required to report to the public on matters which concern them. Ward Committees were established as a mechanism to communicate with the public.

2.4.1 WARD COMMITTEES

Ward Committees are a political structures established in terms of sections 72 -78 of the Municipal Structures Act 117 of 1998. Section 74 sets out the functions and powers of a Ward Committee which are as follows:

"A ward committee –

- a) may make recommendations on any matter affecting its ward –
 - i) to the ward councillor; or

Bergrivier Municipality Annual Report 2010/11

- ii) *through the ward councillor, to the metro or local council, the executive committee, the executive mayor or the relevant sub council; and*
- b) *has the duties and powers as the metro or local council may delegate to it in terms of section 59 of the Local Government : Municipal Systems Act, 2000 (Act 32 of 2000)“*

Ward Committees comprise the Ward Councillor and a maximum of 10 other persons elected by the ward. Our Ward Committees represent different sectors within the ward. Our Ward Committees were constituted as follows until their dissolution on 18 May 2011;

Table 21: Ward Committee Composition

| WARD | REPRESENTATIVE | CAPACITY / ENTITY REPRESENTING |
|--|---------------------------|---|
| Ward 1: Velddrif | Cllr S Crafford | Ward Councillor |
| | J Kotze | Agriculture and economic development |
| | MC Faro | Job Creation |
| | J Andrews | Small Farm Association |
| | N Visor | POMA |
| | M Tiedt | Velddrif Ratepayers |
| | A Zide | Residents Association |
| | B Don | Youth |
| | H vd Merwe Bonnet | Social Development |
| Ward 2: Redelinghuys and Aurora | Cllr A de Villiers | Ward Councillor (Redelinghuys) |
| | AD Loft | Women’s Network (Redelinghuys) |
| | GA Rocher | Ratepayers Association (Redelinghuys) |
| | A Andrews | Health (Redelinghuys) |
| | S Maartins | Redelinghuys Women Group (Redelinghuys) |
| | A Maartins | Rate Payers Association (Aurora) |
| | F Smith | Community Development Worker (Aurora) |
| H Morris | Tourism (Aurora) | |
| Ward 3: Piketberg Town | Cllr A de Vries | Ward Councillor |
| | A Richter | Agriculture |
| | C Williams | Farms |
| | S Benjamin | Youth |
| | L Botha | Social Services |

Bergrivier Municipality Annual Report 2010/11

| WARD | REPRESENTATIVE | CAPACITY / ENTITY REPRESENTING |
|--|--------------------------|--------------------------------|
| | H Hannekom | Education |
| | D Adams | Sport |
| | C Jantjies | Tourism |
| | D Boesak | Environment |
| Ward 4: Piketberg | CIlr R van Rooy | Ward Councillor |
| | L Nthane | Sport |
| | M Moore | Social Services |
| | G Miggel | Agriculture |
| | T de Klerk | Service Delivery |
| | S Booyse | Education |
| | S Kayster | Youth |
| | A Louw | Churches |
| | P van Wyk | Health and Safety |
| | C Pietersen | Tourism |
| Ward 5: Porterville Farms | CIlr J Swart | Ward Councillor |
| | K Pienaar | Farm Workers |
| | K Geduld | Youth |
| | S Everts | Women Association |
| | A Ockhuys | Education |
| | C Daniels | Health |
| | C Sofat | Social Development |
| | L Links | Farm Workers |
| | W Andrews | Tourism |
| | C Joubert | Agriculture |
| | P Swarts | Agriculture |
| Ward 6: Porterville | CIlr J Liebenberg | Ward Councillor |
| | A du Plooy | Local Economic Development |
| | E Swartz | Disabled |
| | A Wagenstroom | Social Services |
| | B Wagenstroom | Agriculture |
| | I Manuel | Education |
| | K Daniels | Safety and Security |

Bergrivier Municipality Annual Report 2010/11

| WARD | REPRESENTATIVE | CAPACITY / ENTITY REPRESENTING |
|------------------------------|-------------------------|--------------------------------|
| Ward 7: Eendekuil | Cllr J Afrikaner | Ward Councillor |
| | K Fortuin | Education |
| | J Karools | Agriculture |
| | A Stuurman | Youth |
| | G September | Community Development |
| | M Swarts | Social Services |

A total of 28 Ward Committee Meetings were held in the financial year. The overarching matters of discussions for the Ward Committees included account queries, general discussions, LED projects, projects for ward committees, technical matters, maintenance and client service. The following table provides a summary of the Ward Committee Meetings held per ward as well as attendance rates.

Table 22: Ward Committee Meetings and attendance

| MONTH | WARD | DATE | APOLOGIES | PRESENT |
|----------------|---------------------------------|--------------|-----------|---------|
| July 2010 | 1 (Velddrif) | 14/ 07/ 2010 | 1 | 13* |
| | 2 (Noordhoek) | 29/ 07/ 2010 | 2 | 11 |
| | 3 (Piketberg-Town) | 11/ 07/ 2010 | 0 | 10 |
| | 4 (Piketberg) | 27/ 07/ 2010 | 0 | 14* |
| | 5 (Porterville – Rural Area) | 28/ 07/ 2010 | 2 | 8 |
| | 7 (Eendekuil and Piket Bo-berg) | 26/ 07/ 2010 | 0 | 7 |
| August 2010 | 3 (Piketberg-Town) | 11/ 08/ 2010 | 3 | 10 |
| September 2010 | 1 (Velddrif) | 15/ 09/ 2010 | 1 | 10 |
| | 2 (Noordhoek) | 02/ 09/ 2010 | None | 11 |
| | 4 (Piketberg) | 03/ 09/ 2010 | 1 | 10 |
| | 5 (Porterville – Rural Area) | 12/ 09/ 2010 | None | 8 |
| | 6 (Porterville Town) | 01/ 09/ 2010 | 2 | 11 |
| October 2010 | 4 (Piketberg) | 05/ 10/ 2010 | 3 | 8 |
| November 2010 | 1 (Velddrif) | 17/ 11/ 2010 | 1 | 11 |
| | 3 (Piketberg-Town) | 24/ 11/ 2010 | None | 6 |
| | 4 (Piketberg) | 11/ 11/ 2010 | 4 | 8 |

Bergrivier Municipality Annual Report 2010/11

| MONTH | WARD | DATE | APOLOGIES | PRESENT |
|------------|------------------------------|--------------|-----------|---------|
| | 5 (Porterville – Rural Area) | 16/ 11/ 2010 | 1 | 14* |
| | 6 (Porterville Town) | 23/ 11/ 2010 | 3 | 8 |
| Jan 2011 | 5 (Porterville – Rural Area) | 23/ 01/ 2011 | 2 | 8 |
| Feb 2011 | 3 (Piketberg-Town) | 23/02/2011 | 1 | 4 |
| March 2011 | 5 (Porterville – Rural Area) | 10/ 03/ 2011 | 2 | 8 |
| April 2011 | 3 (Piketberg- Town) | 20/ 04/ 2011 | None | 6 |
| | 4 (Piketberg) | 26/ 04/ 2011 | None | 8 |
| May 2011 | 1 (Velddrif) | 17/ 05/ 2010 | 1 | 11 |
| | 3 (Piketberg- Town) | 24/ 05/ 2010 | None | 6 |
| | 4 (Piketberg) | 11/ 05/ 2010 | 4 | 8 |
| | 5 (Porterville – Rural Area) | 16/ 05/ 2010 | 1 | 14* |
| | 6 (Porterville Town) | 23/ 05/ 2010 | 3 | 8 |

* (Ward Committees often invite other persons/ organisations to attend meetings, hence there are often more than 11 attendees)

2.4.2 GOVERNANCE FORUMS

The Municipality has established a number of forums in terms of legislation and also participates actively on a number of intergovernmental and community forums.

A LOCAL LABOUR FORUM (LLF)

This is a statutory forum constituted by equal representation from the employer and employees through their trade unions. The LLF is fully functional and meets regularly. The function of the LLF is to negotiate and consult on:

- matters of mutual concern pertaining to the employer and which do not form the subject matter of negotiations at the Bargaining Council or its divisions;
- matters that may arise from time to time which are referred to the LLF by the Bargaining Council or its Divisions; provided that it may not negotiate on any matter, which has been reserved for exclusive bargaining in the Council or its Divisions;
- the concluding of Minimum Service Agreements

The table below sets out the composition of the LLF;

Table 23: Local Labour Forum composition

| REPRESENTATIVES | CAPACITY |
|-------------------|----------------------------------|
| Ald J Raats | Councillor |
| Ald P Van Niekerk | Councillor |
| Cllr D Mbabane | Councillor |
| EC Liebenberg | Municipal Manager |
| J Joubert | Director Administration Services |
| J Van Niekerk | Director Financial Services |
| A Willemse | Director Technical Services |
| D Lambrechts | Director Community Services |
| A Delport | Head Human Resource Management |
| D Baumeester | Skills Development Facilitator |
| J Oppels | SAMWU |
| R Carolus | SAMWU |
| L Otto | SAMWU |
| L February | SAMWU |
| A Basson | IMATU |
| J Erasmus | IMATU |
| N Don | IMATU |

A total of 9 LLF meetings took place for the 2010/11 financial year on the following dates;

- 29 July 2010
- 26 August 2010
- 30 September 2010
- 28 October 2010
- 25 November 2010
- 24 February 2011
- 31 March 2011
- 21 April 2011
- 16 May 2011

B IDP FORUM

An IDP forum was established by the West Coast District Municipality. This forum comprises representatives from all local municipalities in the District as well as government officials.

Bergrivier Municipality Annual Report 2010/11

Meetings take place every 2 to 3 months. The IDP Forum is the platform where the Municipality is able to communicate the community's needs to the various government departments.

Table 24: Bergrivier Municipality District IDP Forum representatives and meetings

| REPRESENTATIVE | CAPACITY | MEETING DATES |
|-----------------------|-------------------|----------------------|
| Ms C Welman | Strategic Manager | 20 August 2010 |
| Ms EC Liebenberg | Municipal Manager | 08 October 2010 |
| Cllr A de Vries | Executive Mayor | 03 December 2010 |
| | | 25 February 2011 |
| | | 06 May 2011 |

C BERG ESTUARY MANAGEMENT FORUM (BEMF)

The BEMF was formally constituted in March 2010. The forum comprises representatives of local and district municipalities. National government Departments including the Department of Water Affairs and Department of Environmental Affairs as well as Provincial Government Departments, Cape Nature, Velddrif Berg River Conservation Association and the broader community are also represented on the Forum.

The estuary is very special because:

- It is one of only four perennial, and the third largest estuary on the South African West Coast;
- It drops only 1m over the last 40 km, forming a flood plain of 61 km²;
- It supports exceptional populations of plant and animal species;
 - 127 water birds, and 93 other, non passerine birds; a total of 46 000 birds have been counted during summer months;
 - Populations of 25 bird species are nationally important, and at least 5 Red Data bird species occur here;
 - 35 fish species, 80% of which use the estuary as nursery for marine species;
 - A large variety of insect and other Invertebrate species (crabs, prawns) serve as food for bird and fish populations

An Estuary Management Plan has been compiled, and the challenge at this stage is funding to implement the plan as well as clarity on roles and responsibilities.

2.5 CORPORATE GOVERNANCE

Corporate Governance is the set of processes, practices, policies, laws and relationships affecting the way an institution is directed, administered or controlled. Corporate Governance also includes the goals of the institution and the internal and external relationships within with stakeholders of the organisation.

2.5.1 ANTI-CORRUPTION AND FRAUD

The implementation of anti-corruption, anti-fraud and risk management is an on-going process which must reach as many employees as possible to spread awareness and to encourage a “value system” within the organization.

The process commenced with a workshop presented by the Provincial Treasury during July 2010 which exposed personnel to these concepts as well as each employee’s role in the detection of fraud and corruption. A questionnaire was drafted to create an understanding of risks as well as anti-fraud and corruption within the organization which was distributed to supervisors and staff in the Technical Department of the Porterville and Velddrif offices. Employees of the Technical Department in Piketberg had already started their own process. To date the Municipality has implemented and adopted the following;

Table 25: Anti-Fraud, corruption and risk strategies and policies

| NAME | DATE ADOPTED |
|---------------------------------------|---------------------|
| Anti-fraud and Corruption Policy | July 2010 |
| Risk Management Committee and Charter | December 2010 |
| Risk based Audit Plan 2010/11 | July 2011 |
| Enterprise Risk Management Policy | February 2011 |

The Risk Based Audit Plan was based on the risk analysis which was part of the Local Turnaround Strategy and the Auditor-General’s report for the previous financial year.

The Anti-Fraud and Corruption Policy and the Risk Management Charter have been distributed to staff and discussed at meetings to spread awareness and to increase the

staffs understanding of these concepts. They have also been implemented as part of the risk management process within the organization.

The process of implementing the strategies is being completed in a manner which reflects and complements the 12 outcomes of National Government, the IDP processes and the performance management system of the Municipality. Key performance indicators identify and rate the risks.

2.5.2 AUDIT COMMITTEE

The MFMA requires each municipality and municipal entity to have an Audit Committee. Section 166 (1) and (2) sets out the functions of the Audit Committee;

- 1) "An audit committee is an independent advisory body which must –
 - a) Advise the council, political office bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity on matters relating to –
 - i. Internal financial controls and internal audits
 - ii. Risk management
 - iii. Accounting policies
 - iv. The adequacy, reliability and accuracy of financial reporting and information
 - v. Performance management
 - vi. Effective governance
 - vii. Compliance with the Act, the annual Division of Revenue Act and any other applicable legislation
 - viii. Performance evaluation; and
 - ix. Any other issues referred to it by the municipality or municipal entity
 - b) Review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
 - c) Respond to council on any issues raised by the Auditor-General in the audit report;

Bergrivier Municipality Annual Report 2010/11

- d) Carry out investigations into the financial affairs of the municipality as the council may request;
- e) Perform such other functions as may be prescribed”;

The Municipality shares an Audit Committee with the West Coast District Municipality in terms of Section 166(6)(a) of the MFMA. The Audit Committee met on a quarterly basis and is constituted as follows;

Table 26: Audit Committee composition and activities

| NAME OF MEMBER | CAPACITY | MEETING DATES |
|-------------------|-------------|---------------------------------|
| Ms Lauren Basson | Chairperson | 26 July 2010 |
| Mr Jurie van Dyk | Member | 01 December 2010 |
| Mr Chris De Jager | Member | 14 February 2011 05 May 2011 |

2.5.3 INTERNAL AUDITING

Section 165(1) of the Municipal Finance Management Act 56 of 2003 requires each municipality and municipal entity to have an audit unit. During January 2010 Ms H Priem was appointed as Internal Auditor. Section 165(2) of the same Act requires that;

- a) The internal audit unit must prepare a risk based audit plan and program for each financial year;
- b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan relating to:
 - i. Internal audit
 - ii. Internal controls
 - iii. Accounting procedures
 - iv. Risk and risk management
 - v. Performance management
 - vi. Loss control

A OVERVIEW OF THE INTERNAL AUDIT UNIT FOR 2010/11

An Anti-Fraud and Corruption Policy, Risk Management Charter, Risk Based Audit Plan and Enterprise Risk Management Policy were approved by Council during the financial year. A

Risk Management Committee was also established. Implementation of risk management has started and it is recognised as an integral part of good governance, particularly in light of the importance that national and provincial government place on proper risk management and the identification of risks within the municipality.

The Audit Committee held four meetings during the year as required by legislation. Interviews for a Performance Management Committee member took place and a member was appointed by Council. This will ensure service delivery and enable us to monitor and evaluate key performance indicators of officials.

The internal audit unit has only been functional since the beginning of 2010 and a number of challenges had to be addressed including;

- Implementing and developing risk management policies, structures and spreading awareness in the municipality.
- Capacity to effectively implement and complete the risk based audit plan and to add value in the process is also a challenge.
- The planning and completion of the approved audit plan as well as the successful continuous process of risk management to ensure good governance. The focus will have to be on the main risks as identified and how the organization can address these and be proactive in the process.

Cooperation between the Internal Audit Unit and the rest of the Municipality is sound. This is a very important aspect especially when completing audits and implementing findings.

The process of risk identification and management is important as a better understanding of this can minimize risks. In future more staff should be appointed to enhance capacity and an electronic audit package will be implemented to assist in the process of risk identification and auditing.

The report of the Internal Auditor for the 2010/11 Financial year is attached as **Annexure A**

2.5.4 AUDITOR-GENERAL

The Municipality obtained an unqualified audit report from the Auditor-General for the 2010/11 financial year. This was our third consecutive unqualified audit which is an achievement.

2.5.5 BY-LAWS AND POLICIES

The following by-laws were approved by Council and promulgated during 2009:

- Advertising and Signage By-Law
- Cemeteries and Crematoria By-Law
- Commonage By-Law
- Credit control, tariffs and debt collection By-Law
- Electricity supply By-Law
- Fences and walls By-Law
- Fire Safety By-Law
- Impoundment of animals By-Law
- Informal Trading By-Law
- By-Law relating to Public Buses and Taxi's
- By-Law relating to Roads and Streets
- Solid waste disposal By-Law
- Sporting facilities by-law
- By-Law relating to water supply, sanitation services and Industrial effluent
- Storm water management By-Law

No new by-laws were approved during the current financial year due to the fact that the existing by-laws were approved in 2009. No by-laws were reviewed for the same reason.

By-laws and policies can be viewed on the website of Bergrivier Municipality at www.bergmun.org.za.

2.5.6 COMMUNICATION

The following table indicates the extent to which the Municipality is currently complying with National and Provincial requirements in terms of communication. We are required to report on our communication mechanisms and interventions on a quarterly basis.

Table 27: Communication compliance checklist

| COMMUNICATION ACTIVITIES | YES/NO |
|--|---------------|
| Communication unit | No |
| Communication strategy | No |
| Communication policy | Yes |
| Customer satisfaction surveys | Yes |
| Functional complaint management systems | Yes |
| Newsletters distributed at least quarterly | Bi-annually |

The Municipality's communication policy was approved on 29 September 2010 and communicated to all Councillors, officials and the Pan South African Language Board (PanSalb).

An important communication mechanism is our Municipal Website www.bergmun.org.za. The website is updated as and when required and can be perused for a wealth of information – from how to pay your accounts to information on services for the public and private sector, as well as documents, news and notices, vacancies and all the necessary contact information. The table below comprises a website checklist that indicates compliance to Section 75 of the MFMA:

Table 28: Website checklist

| DOCUMENTS PUBLISHED ON THE MUNICIPAL WEBSITE (DATES ARE RECORDED AS OF 01 JULY 2011) |
|---|
| Current annual and adjustments budgets and all budget-related documents |
| All current budget implementation policies |
| Tariff policy |
| Credit control policy |
| Valuation policy |
| SCM policy |
| Annual report (09/10) |
| Performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act (10/11) |
| All service delivery agreements (10/11) |

Bergrivier Municipality Annual Report 2010/11

| |
|--|
| All long-term borrowing contracts (10/11) |
| All supply chain management contracts above the prescribed value for 10/11 |
| Information statement containing a list of assets over a prescribed period that have been disposed of in terms of section 14 (2) or (4) of the MFMA during 10/11 |
| Contracts agreed in 10/11 to which subsection (1) of section 33 of the MFMA apply, subject to subsection (3) of that section |
| Public-private partnership agreements referred to in section 120 of the MFMA made in 10/11 |
| All quarterly reports tabled in the council in terms of section 52 (d) of the MFMA during 10/11 |

Chapter 3



Biodiversity Conference (Cllr J Liebenberg, MEC Anton Bredell and foreign officials)



The Municipal Manager, Ms EC Liebenberg, at one of the presentations that was held.



Biodiversity Conference delegates listening to a presentation at Org de Rac Organic Wine Estate.

**CHAPTER 3: ORGANISATIONAL DEVELOPMENT
PERFORMANCE**

**3.1 PERFORMANCE HIGHLIGHTS AND CHALLENGES:
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL
DEVELOPMENT**

A new organisational structure was approved during the financial year, but the implementation of it remains a challenge. All job descriptions were revised and submitted for TASK job evaluation and auditing by an independent company. The Building Control Department moved successfully from the Community Services Directorate to the Project Management Department in the Technical Services Directorate. Various new policies were developed and implemented, including the Information Technology Policy, the Anti-fraud and Corruption Policy, and the Performance Management Policy. Performance Agreements were successfully implemented for all posts above level 6.

3.2 THE MUNICIPAL WORKFORCE

3.2.1 ORGANISATIONAL STRUCTURE

The Municipality had a total workforce of 351 persons (excluding vacancies) on 30 June 2011 compared to 372 at the same time in the previous year. The following table provides a profile of our workforce in terms of employment equity.

Bergrivier Municipality Annual Report 2010/11

Table 29: Workforce profile as at 30 June 2011

| OCCUPATIONAL LEVEL | MALE | | | | FEMALE | | | | TOTAL |
|--------------------------|--------------------|----------------------|----------|--------------------|------------------|--------------------|----------|--------------------|----------------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 0 | (8) 0 | 0 | (6) 0 | 0 | (2) 0 | 0 | (2) 1 | (18) 1 |
| Senior Management | (1) 0 | (6) 0 | 0 | (8) 3 | 0 | 0 | 0 | (2) 0 | (19) 3 |
| Prof. Qualified | 1 | 6 | 0 | 8 | 0 | 1 | 0 | 2 | 18 |
| Skilled | 0 | (42) 43 | 0 | (13) 13 | 0 | (34) 34 | 0 | (16) 17 | (104) 107 |
| Semi Skilled | (1) 1 | (33) 32 | 0 | (2) 2 | 0 | (1) 1 | (1) 0 | 0 | (28) 36 |
| Unskilled | (10) 2 | (153) 143 | 0 | (1) 2 | 1 | (28) 27 | 0 | (1) 1 | (193) 186 |
| TOTAL | (12) 14 | (242) 224 | 0 | (30) 28 | (1) 1 | (65) 63 | 0 | (21) 21 | (372) 351 |

2009/10 FIGURE INDICATED IN BRACKETS

Twenty (20) new posts were budgeted and approved for the 2010/2011 financial year. The budgeted and approved vacant posts on the organogram at commencement of the financial year were thus as follows:

Table 30: Approved and Vacant posts as at 1 July 2010

| OCCUPATIONAL LEVEL | TOTAL POSTS |
|--------------------------|-------------|
| Top Management | 0 |
| Senior Management | 1 |
| Professionally qualified | 2 |
| Skilled | 23 |
| Semi Skilled | 1 |
| Unskilled | 12 |

Bergrivier Municipality Annual Report 2010/11

| OCCUPATIONAL LEVEL | TOTAL POSTS |
|--------------------|-------------|
| TOTAL | 39 |

3.2.2 MANAGEMENT

The Municipal Manager is appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000 and the four Directors were appointed on permanent contracts. The position of Director Technical Services became vacant and was filled by the previous incumbent on a contract basis while the recruitment and selection process took place. When an appointment is made it will be terms of a permanent contract.

Table 31: Management team

| POSITIONS | FILLED | EMPLOYMENT CONTRACTS IN PLACE | PERFORMANCE AGREEMENTS IN PLACE |
|---|--------|-------------------------------------|---------------------------------------|
| Municipal Manager | Yes | Yes | Yes |
| Chief Financial Officer | Yes | Yes | Yes |
| Director : Administrative Services | Yes | Yes | Yes |
| Director: Community Services | Yes | Yes | Yes |
| Director: Technical Services (Vacant Since 1 December 2010) | No | No (vacant) | No (vacant) |

3.3 HUMAN RESOURCE MANAGEMENT

According to the Local Government Municipal Systems Act 32 of 2000, a municipality must in accordance with the applicable collective agreement, develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including –

- a) the recruitment, selection and appointment of persons as staff members,
- b) service conditions of staff,
- c) the supervision and management of staff,
- d) the monitoring, measuring and evaluating of performance of staff,

Bergrivier Municipality Annual Report 2010/11

- e) the promotion and demotion of staff,
- f) the transfer of staff,
- g) grievance procedures,
- h) disciplinary procedures,
- i) the investigation of allegations of misconduct and complaints against staff,
- j) the dismissal and retrenchment of staff, and
- k) any other matter prescribed by regulation.

3.3.1 RECRUITMENT AND SELECTION

A RECRUITMENT

In the 2009/10 financial year, a total of 49 personnel were recruited. In 2010/11 20 twenty new posts were approved for the financial year, but only 10 were filled. This was mainly due to capacity constraints within the HR Department and the inability to draw successful applicants for certain posts.

Table 32: Recruitments

| Occupational Level | MALE | | | | FEMALE | | | | TOTAL |
|--------------------------|------------------|-------------------|----------|------------------|------------------|------------------|----------|------------------|--------------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 0 | (3) 0 | 0 | (1) 0 | 0 | 0 | 0 | (1) 0 | (5) 0 |
| Senior Management | (1) 0 | (1) 0 | 0 | (2) 0 | 0 | (2) 0 | 0 | (1) 0 | (7) 0 |
| Prof. Qualified | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled | 0 | (7) 4 | 0 | (2) 1 | 0 | (4) 1 | 0 | (2) 1 | (15) 7 |
| Semi Skilled | (1) 0 | 0 | 0 | (1) 0 | (1) 0 | 0 | 0 | 0 | (3) 0 |
| Unskilled | 0 | (15) 2 | 0 | (1) 1 | 0 | (3) 0 | 0 | 0 | (19) 3 |
| TOTAL | (2) 0 | (26) 6 | 0 | (7) 2 | (1) 0 | (9) 1 | 0 | (4) 1 | (49) 10 |

2009/10 FIGURE INDICATED IN BRACKETS

Bergrivier Municipality Annual Report 2010/11

B PROMOTIONS

Two officials were promoted during this financial year, compared to 10 in the previous financial year.

Table 33: Promotions

| Occupational Level | MALE | | | | FEMALE | | | | TOTAL |
|--------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|-------------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management | 0 | 0 | 0 | (2) 0 | 0 | 0 | 0 | 0 | (2) 0 |
| Prof. Qualified | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled | 0 | (3) 0 | 0 | 0 | 0 | (1) 0 | 0 | (1) 0 | (5) 0 |
| Semi Skilled | 0 | (1) 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1) 0 |
| Unskilled | 0 | (2) 2 | 0 | 0 | 0 | 0 | 0 | 0 | (2) 2 |
| TOTAL | 0 | (6) 2 | 0 | (2) 0 | 0 | (1) 0 | 0 | (1) 0 | (10) 2 |

2009/10 FIGURE INDICATED IN BRACKETS

TERMINATIONS

The services of 17 personnel were terminated for various reasons including resignations, contracted terminations, dismissals, retirements, etc. This is an improvement on the previous year where there were 24 terminations.

Bergrivier Municipality Annual Report 2010/11

TABLE 34A: TERMINATIONS

| Occupational Level | MALE | | | | FEMALE | | | | TOTAL |
|--------------------|----------|--------------------------|----------|------------------------|----------|------------------------|----------|------------------------|--------------------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 0 | (4) 0 | 0 | (2) 0 | 0 | 0 | 0 | 0 | (2) 0 |
| Senior Management | 0 | (1) 1 | 0 | 0 | 0 | 0 | 0 | 0 | (1) 1 |
| Prof. Qualified | 0 | 0 | 0 | (1) 0 | 0 | 1 | 0 | | (1) 1 |
| Skilled | 0 | (6) 6 | 0 | (1) 0 | 0 | (2) 2 | 0 | (2) 1 | (11) 9 |
| Semi Skilled | 0 | 1 | 0 | | 0 | 0 | 0 | 0 | (1) 1 |
| Unskilled | 0 | (4) 4 | 0 | (1) 0 | 0 | 1 | 0 | 0 | (5) 5 |
| TOTAL | 0 | (15) 12 | 0 | (5) 0 | 0 | (2) 4 | 0 | (2) 1 | (24) 17 |

2009/10 FIGURE INDICATED IN BRACKETS

TABLE 34B: TERMINATIONS PER REASON

| REASON | MALE | | | | FEMALE | | | | TOTAL |
|-------------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| RESIGNATION | 0 | 3 | 0 | 0 | 0 | 1 | 0 | 1 | 5 |
| NON RENEWAL OF CONTRACT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RETRENCHMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DISMISSAL | 0 | 3 | 0 | 0 | 0 | 2 | 0 | 0 | 5 |
| MEDICAL:INCAPACITY | 0 | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 4 |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|-------------------|---|----|---|---|---|---|---|---|----|
| RETIREMENT | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| DEATH | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| TOTAL | 0 | 11 | 0 | 0 | 0 | 4 | 0 | 2 | 17 |

TABLE 34 C: TERMINATIONS PER DEPARTMENT 2010/11

| REASON | FINANCE | ADMINISTRATI ON | COUNCIL AND MANAGEMENT | TECHNICAL SERVICES | COMMUNITY SERVICES |
|-------------------------------|----------|--------------------|---------------------------|-----------------------|-----------------------|
| RESIGNATION | (2) 1 | 0 0 | (4) 1 | (5) 3 | (1) 0 |
| DISMISSAL | (0) 1 | 0 | 0 | (3) 0 | (1) (4) |
| MEDICAL INCAPACITY | 0 | 0 | 0 | (0) 4 | 0 |
| DEATH | 0 | 0 | 0 | 0 (1) | (2) |
| RETIREMENT | 0 | 0 | 0 | 0 (2) | (2) |

2009/10 FIGURE INDICATED IN BRACKETS

3.3.2 MANAGING THE MUNICIPAL WORKFORCE

Human Resource policies were reviewed and formulated as the need arose. The following policies and/or plans were reviewed during the year:

Table 35: Reviewed HR Policies and Plans

| POLICY/ PLAN | STATUS |
|---------------------------|--|
| Recruitment and selection | Yes (In process) |
| Performance management | Yes (Approved and implemented) |
| Workplace Skills Plan | Yes (Approved and submitted to LGSETA) |

Bergrivier Municipality Annual Report 2010/11

| | |
|--|--|
| Employment equity plan | Yes (Approved and submitted to Department of Labour) |
| Overtime policy | Yes (In process) |
| Training and Development Policy | Yes (Approved) |
| Travel and Subsistence policy, and procedure | Yes (Approved) |

3.2.3 TRAINING AND DEVELOPMENT

The Workplace Skills Plan for 2010/2011 (WSP) was approved and submitted to the LGSETA by 30 June 2010. This Plan indicates all the training which the Council committed itself to provide to employees. The table below indicates the training that took place during the financial year.

Bergrivier Municipality Annual Report 2010/11

Table 36: Skills development

| COURSE NAME OR QUALIFICATION TITLE | SKILLS AREA | PRIORITY | NQF LEVEL | IN-HOUSE/EXTERNAL | INCLUDES SAQA REG. UNIT STANDARDS | TYPE OF INTERVENTION | DURATION | TARGET EMPLOYMENT CATEGORY | TOTAL NO. TRAINED | ACTUAL COST |
|---|---|----------|-----------|-------------------|-----------------------------------|----------------------|----------|--------------------------------------|-------------------|--------------|
| ABET | ABET | 1 | 1 | External | Yes | Skills Programme | 7 months | Labourers | 36 | R 170 910.00 |
| MFMP | Financial | 2 | 6 | External | Yes | Learnership | | Directors and Corporate Managers | 6 | R 171 000.00 |
| MICROSOFT EXCELL SUPER USER | Computer Literacy | | 3 | External | Yes | Skills Programme | 1 day | Clerical & Administrative Workers | 2 | R 1 700.00 |
| MICROSOFT ACCESS | Computer Literacy | | 3 | External | Yes | Skills Programme | 1 day | Directors and Corporate Managers | 1 | R 850.00 |
| VOORSITTERS EN AANKLAERS VIR DISSIPLERE VERHORE | Corporate, legal and support | | 3 | External | Yes | Skills Programme | 4 days | Directors and Corporate Managers | 33 | |
| LAW ENFORCEMENT | Specialist Skills required by legislation | | 3 | External | Yes | Skills Programme | 3 days | Community & Personal Service Workers | 2 | |
| BRANDWEER | Specialist Skills required by legislation | | 1 | External | Yes | Skills Programme | 2 days | Community & Personal Service Workers | 26 | R 11 000.00 |
| NOODHULP | Specialist Skills | | 1 | External | Yes | Skills Programme | 4 days | Labourers | 22 | R 11 229.99 |

Bergrivier Municipality Annual Report 2010/11

| COURSE NAME OR QUALIFICATION TITLE | SKILLS AREA | PRIORITY | NQF LEVEL | IN-HOUSE/ EXTERNAL | INCLUDES SAQA REG. UNIT STANDARDS | TYPE OF INTERVENTION | DURATION | TARGET EMPLOYMENT CATEGORY | TOTAL NO. TRAINED | ACTUAL COST |
|---|---|----------|-----------|--------------------|-----------------------------------|----------------------|----------|-----------------------------------|-------------------|-------------|
| | required by legislation | | | | | | | | | |
| HEALTH AND SAFETY TRAINING | Occupational Health and Safety | | 1 | External | Yes | Skills Programme | 2 days | Labourers | 25 | R 16 917.60 |
| ELEKTRIESE MODULERE KURSUS | Specialist Skills required by legislation | | 3 | External | Yes | Skills Programme | 4 weeks | Technicians & Trade Workers | 3 | |
| REPORT WRITING | Training skills | | 1 | External | Yes | Skills Programme | 4 days | Clerical & Administrative Workers | 17 | R 29 640.00 |
| WATER AND WASTE WATER TREATMENT PLANT SUPERVISORY KURSUS (BLUE DROP / GREEN DROP) | Specialist technical | | 2 | External | Yes | Skills Programme | 5 months | Technicians & Trade Workers | 3 | |
| TEELWERK | Specialist technical | | 3 | External | Yes | Skills Programme | 2 weeks | Technicians & Trade Workers | 13 | R 90 000.00 |
| LOODGIETER | Specialist technical | | 3 | External | Yes | Skills Programme | 2 weeks | Technicians & Trade Workers | 25 | R 90 000.00 |

Bergrivier Municipality Annual Report 2010/11

| COURSE NAME OR QUALIFICATION TITLE | SKILLS AREA | PRIORITY | NQF LEVEL | IN-HOUSE/EXTERNAL | INCLUDES SAQA REG. UNIT STANDARDS | TYPE OF INTERVENTION | DURATION | TARGET EMPLOYMENT CATEGORY | TOTAL NO. TRAINED | ACTUAL COST |
|---|--|----------|-----------|-------------------|-----------------------------------|----------------------|----------|--------------------------------------|-------------------|-------------|
| DIMTECH SPHERE STANDARDS AND DISASTER ASSESSMENT TOOLS TRAINING | Social/community/economic development and planning | | 1 | External | Yes | Skills Programme | 5 days | Community & Personal Service Workers | 1 | |
| MUNICIPAL SUPPLY CHAIN MANAGEMENT | Financial | | 3 | External | | Skills Programme | | Professionals | 1 | |

3.4 CAPACITY DEVELOPMENT

Bergrivier Municipality strives to develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way.

3.4.1 SKILLS DEVELOPMENT

Table 37: Skills Development – Budget allocation

| TOTAL PERSONNEL BUDGET | TOTAL ALLOCATED FOR SKILLS DEVELOPMENT | TOTAL SPENT | % SPENT |
|-------------------------------|---|--------------------|----------------|
| 369 000 | 155 000 | 155 000 | 100 |

3.5 MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the Local Government Municipal Financial Management Act 56 Of 2003, states that the accounting officer of a municipality must, in a format and for periods as may be prescribed, report to the council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits, and in a manner that discloses such expenditure per type of expenditure.

3.5.1 PERSONNEL EXPENDITURE

The percentage personnel expenditure to total expenditure is higher for small municipalities. The same legal requirements for budgetary reporting, internal audit, strategic planning, performance management and intergovernmental relations and working groups apply to all municipalities irrespective of their size. This places undue pressure on the size of support staff structures.

Table 38: Personnel Expenditure (excluding councillors)

| Financial year | Total Expenditure salary and allowances | Total Operating Expenditure | Percentage |
|----------------|---|-----------------------------|------------|
| | (R'000) | (R'000) | (%) |
| 2009/10 | 52 251 | 150 702 | 35.3% |
| 2010/11 | 58 607 | 164 876 | 35.4% |

Bergrivier Municipality Annual Report 2010/11

The table below provides a breakdown of employee related costs for the year.

Table 39: Personnel and Councillor Expenditure

| FINANCIAL YEAR | 2009/10 | 2010/11 |
|--|-------------------|-------------------|
| COUNCILLORS | ACTUAL | ACTUAL |
| Mayor | 356 886 | 310 792 |
| Speaker | 272 567 | 305 901 |
| Members of Mayoral Committee | 593 731 | 604 015 |
| Councillors | 1 158 355 | 1 001 682 |
| Travelling allowance | 375 165 | 849 160 |
| Telephone allowance | 112 049 | 189 836 |
| Pension fund contributions | 243 448 | 237 066 |
| Medical aid contributions | 38 880 | 33 062 |
| Sub Total | 3 151 081 | 3 151 081 |
| FINANCIAL YEAR | 2009/10 | 2010/11 |
| EMPLOYEE RELATED COSTS | ACTUAL | ACTUAL |
| Employee related costs: Salaries and wages | 32 488 518 | 37 854 229 |
| Employee related costs: Contributions for UIF, Pension and medical aid | 9 305 938 | 9 604 756 |
| Travel, motor car, accommodation, subsistence and other allowances | 3 680 404 | 3 704 295 |
| Housing benefits and allowances | 383 247 | 430 743 |
| Bonuses | 1 987 920 | 2 232 900 |
| Provision for leave | 2 556 753 | 2 944 444 |
| Contribution to: Long service awards | 849 747 | 872 471 |
| Contribution to: Post-retirement medical | 282 409 | 328 940 |
| In-kind benefits | 716 498 | 634 475 |
| Sub Total | 52 251 433 | 58 607 254 |
| Total Municipality | 55 402 514 | 61 758 335 |

Chapter 4



CHAPTER 4: STRATEGIC PERFORMANCE

The Local Government Municipal Systems Act 32 of 2000 (MSA), and the Local Government: Municipal Planning and Performance Management Regulations 2001 require municipalities to develop an Integrated Development Plan (IDP) and adopt a Performance Management System (PMS). The Local Government Municipal Financial Management Act 56 of 2003 (MFMA) requires municipalities to compile and approve a budget that aligns to the IDP and in so doing give effect to the IDP. After the IDP and budgets have been approved, a Service Delivery and Budget Implementation Plan (SDBIP) must be approved. Section 1 of the MFMA defines the SDBIP as: *"a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:*

- a) *projections for each month of-*
 - i. *revenue to be collected, by source; and*
 - ii. *operational and capital expenditure, by vote;*
- b) *service delivery targets and performance indicators for each quarter"*.
- c) *Budget processes and related matters"*

Bergrivier Municipality's Performance Management System (PMS) Policy was approved on 08 February 2011. A guideline and implementation document has also been developed. The SDBIP is the basis of this Performance Management System. The Municipality assesses its performance on a quarterly, half yearly and annual basis and it is the latter assessment which informs the development of this Annual Report. The table below provides a summary of the Municipality's performance and challenges as measured against the National Key Performance Areas (KPA) of municipality's.

Table 40: Performance against National KPI and Indicators

| KPA AND INDICATORS | 2009/10 | 2010/2011 |
|---|----------------|------------------|
| Basic Service Delivery | | |
| Number of households receiving free basic electricity | 8218 | 8384 |
| Number of households receiving free basic refuse | 1201 | 1578 |
| Number of households receiving free basic sanitation | 1043 | 1387 |
| Number of households receiving free basic water | 8472 | 8472 |

Bergrivier Municipality Annual Report 2010/11

| Municipal Institutional development and Transformation | | |
|--|------|--------|
| The percentage of LGSETA grants annually spent on implementing its workplace skills plan | 100% | 100% |
| Implementation of skills development plan | 100% | 100% |
| Local Economic Development | | |
| Number of jobs created through job creation schemes | 300 | 510 |
| Municipal financial viability and management | | |
| Service debtors to revenue – (Total outstanding service debtors / revenue received for services) | - | 4:22 |
| Cost coverage (Available cash + investments) / monthly fixed operating expenditure | - | 2:10 |
| Debt coverage (Total operating revenue – operating grants received)/ debt service payments due within the year | - | 71.59% |

4.1 PERFORMANCE AS MEASURED AGAINST THE NATIONAL KEY PERFORMANCE INDICATORS

The paragraphs that follow provide an overview of the Municipalities performance per Key Performance Area, compared to the previous year. This information is extracted directly from our performance management system and has been audited. In some cases reference is made to a revised actual, this is attributable to incorrect reporting and has been indicated as such.

In some cases, the previous year's performance is not available due to the following;

- The KPI is new and performance for the previous year was not measured.
- The KPI was measured in the previous year but we have made changes to the measurement in order to measure our performance more accurately and the measure for the previous year is no longer comparable.

4.1.1 TOP LEVEL SDBIP - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The National Key Performance Area of Good Governance and Public Participation is linked to the Municipal Key Performance Area of Good Governance and Communication. The IDP Objective that is linked to Good Governance and Public Participation is:

“To create an efficient, effective and accountable administration and ensure accessibility and promote governance”.

Bergrivier Municipality Annual Report 2010/11

Table 41: Top Level SDBIP – Good Governance and Public Participation

| KPI Name | Unit of Measurement | Base line | Actual Performance 2009/10 | | Actual Performance 2010/11 | | | Performance Comment | Corrective Measure |
|---|---|-----------|----------------------------|--------|----------------------------|--------|---|---|--------------------|
| | | | Target | Actual | Target | Actual | R | | |
| Effective functioning of committee system | No of sec 79 committee meetings per committee per annum | 11 | NA | NA | 11 | 30 | B | 4 Portfolio Committees <ul style="list-style-type: none"> o 8 Financial Committee o 8 Technical Committee o 6 Administrative Committee o 8 Community Services | None required |
| Approval of adjustments budget | Approval of adjustments budget before the end of February | 100% | 100% | 100% | 100% | 100% | G | Adjustment budget approved | None required |
| Approval of Main budget | Approval of Main budget before the end of May | 100% | 100% | 100% | 100% | 100% | G | Main budget approved | None required |
| Approval of SDBIP | Approval of SDBIP within 28 days after the budget has been approved | 100% | 100% | 100% | 100% | 100% | G | Revised SDBIP approved January 2011 | None required |
| Effective functioning | No of council | 4 | 4 | 12 | 4 | 15 | B | All council meetings were | None |

Bergrivier Municipality Annual Report 2010/11

| of council | meetings | | | | | | | held | required |
|--|---|---------------|------|------|------|------|----|--|--|
| Annual performance reporting | Annual report and oversight report of council submitted before the end of March | 100% | 100% | 100% | 100% | 100% | G | Annual and Oversight report approved on 29 March 2011 | None required |
| Develop customer satisfaction measurement methodology and measure customer satisfaction against previous results | Number of initiatives to improve customer satisfaction | Not available | NA | NA | 100% | 100% | G | Customer service survey done in May 2011, telephonically with ward committee members and community stakeholders. | None required |
| Effective functioning of ward committees | No of ward committee meetings per ward per annum | 21 per annum | 7 | 4 | 21 | 28 | G2 | Ward Committee meetings were held in all wards. | None required |
| Functional Internal Audit unit | Approved Risk based audit plan by end September | 100% | 100% | 100% | 100% | 100% | G | Risk based audit plan for 2010/2011 approved by council on 29 July 2010. | None required |
| Functional performance audit committee | No of meetings of the performance audit committee | 0 | 0 | 0 | 2 | 0 | R | Performance committee member appointed by council. Report for July - December 2010 completed and presented to Municipal Manager. | Process to advertise for and appoint Committee took a long time but has been |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|--|---------------|------|------|------|------|---|--|--|
| | | | | | | | | | resolved |
| IDP and sectoral plans aligned with Spatial development plan | % alignment | Not available | NA | NA | 100% | 100% | G | 100% alignment, all sector plans are included in the SDF | None required |
| IDP endorsed by all wards | No of ward committees endorsing IDP | Not available | 7 | 7 | 7 | 5 | R | 5 ward meetings held for inputs and comments on IDP sent to ward committee members | Improve functionality of ward committees |
| IDP endorsed by community organisations and stakeholders as local social compacts | % of community organisations and stakeholders endorsing IDP | Not available | 100% | 100% | 100% | 100% | G | IDP sent to all community organisations and stakeholders on data base for endorsement. No feedback or inputs received. | None required |
| IDP to include all required sectoral plans | No of required sectoral plans included | 7 | NA | NA | 8 | 8 | G | All sector plans were included and submitted to Province. The Water Services Plan is being revised | None required |
| Institutional Performance management system in place | Individual performance management system implemented up to level 5 | Not available | NA | NA | 100% | 100% | G | Performance management implemented in accordance with policy | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|--|---|-----------------|----|----|---|---|---|--|------------------------|
| Institutional Performance management system in place | No of Section 57 performance agreements signed within 30 days after start of the new financial year | 5 | 4 | 4 | 5 | 5 | G | Contracts of the Municipal Manager, Director Finance, Administrative and Community Services signed. Director Technical Services resigned and is on a temporary working contract | None required |
| Municipality complying with all relevant legislation | No findings in the external audit report on non compliance with laws and regulations | 60 COMAFS (New) | NA | NA | 5 | 4 | R | The following matters that were highlighted by the A-G were addressed: 1. Timeous submission of Sec 71 reports. 2. SCM regulations adherence, i.e. monthly submission, annual review of implementation and submission to Council, entries for tenders not in register, code of ethical conduct, and quarterly reports to accounting officer, direct reporting to CFO, risk assessments of SCM. 3. Creditors payment not made within 30 days. 4. Declarations | More urgent follow ups |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|---|---------------|----|----|------|--------------------------|----|---|-----------------|
| | | | | | | | | of interest. 5. Quotes not obtained PPE additions. | |
| Strengthen role of communities | No of ward based development plans completed | 1 | NA | NA | 6 | 7 | G2 | Plans were completed according to townships | None required |
| Successful implementation of the anti-corruption policy | No of initiatives implemented | Not available | NA | NA | 4 | 6 (Revised actual =4) | B | Questionnaires discussed and distributed at Porterville, 25 March and Velddrif on 8 April 2011 with supervisors. First Risk Committee held on 23 March 2011. Members of committee as approved by council. | Ongoing process |
| Spatial development plan aligned with PSDF and PGDS | % alignment | Not available | 0 | 0 | 100% | 50% Revised actual 100%) | R | 100% alignment (Incorrect capture of actual) | None required |
| Creation of effective capacity | % Vacancy level as % of approved organogram | 3% | NA | NA | 9% | 7% | G2 | All advertisements placed | None required |
| Effective communication with communities | Development or review of communication policy | New | 0 | 0 | 50% | 100% | B | Policy was approved by Council on 28 September 2010 | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---------------------------------------|--|-----|---|---|---|---|---|-----------------|---------------|
| Reaching of employment equity targets | The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan | 95% | 1 | 2 | 1 | 1 | G | Target achieved | None required |
|---------------------------------------|--|-----|---|---|---|---|---|-----------------|---------------|

Summary of Results: Good Governance and Public Participation

| | | |
|-------------------|--------------------------|-----------|
| | KPI's Not Yet Measured | 0 |
| R | KPI's Not Met | 4 |
| O | KPI's Almost Met | 0 |
| G | KPI's Met | 12 |
| G1 | KPI's Well Met | 3 |
| G2 | KPI's Extremely Well Met | 4 |
| Total KPIs | | 23 |

4.1.2 TOP LEVEL SDBIP - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The National Key Performance Area Municipal Transformation and Institutional Development is linked to the Municipal Key Performance Area of Strategic Partnerships and Social Development. The IDP Objective that is linked to Municipal Transformation and Institutional Development is:

"To create an efficient, effective and accountable administration"

Bergrivier Municipality Annual Report 2010/11

Table 42: Top Level SDBIP – Municipal Transformation and Institutional Development

| KPI Name | Unit of Measurement | Baseline | Actual Performance 2009/10 | | Actual Performance 2010/11 | | | Performance Comment | Corrective Action |
|--------------------------------------|---|---------------|----------------------------|--------|----------------------------|--------|--------|--|--|
| | | | Target | Actual | Target | Actual | R | | |
| Reviewed IDP | IDP reviewed by end May | Not available | 100% | 100% | 100% | 100% | G | IDP approved by Council 12 May 2011. | None required |
| Effective and up to date By-laws | No of By-laws revised annually | 100% | 12 | 12 | 1 | 1 | G | Fifteen new by-laws were promulgated in 2009. There was no need for any revision or amendments, except the Property Rates By-Law. The by-law was amended and adopted by Council on 12 May 2011 and will be published in the Provincial Gazette during June 2011 for implementation on the 1 July 2011. | None required |
| Effective and up to date HR policies | Revision of all HR policies annually by 30 June | 1 | 1 | 1 | 4 | 1 | R | Only 1 revision was necessary | Process to continue as and when required |
| Effective labour relations | No of meetings of the LLF | 4 | 3 | 3 | 12 | 13 | G 2 | Required meetings | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|-----------------------------|--|------|------|------|------|------|--------|------------------------|---------------|
| | | | | | | | G | convened | |
| Targeted skills development | % Implementation of skills development plan | 60% | 100% | 100% | 100% | 100% | G 2 | Plan fully implemented | None required |
| Targeted skills development | The percentage of LGSETA grants annually spent on implementing its workplace skills plan | 100% | New | New | 100% | 100% | G | All grants spent. | None required |

Summary of Results: Municipal Financial Viability and Management

| | | |
|-------------------|--------------------------|-----------|
| | KPI's Not Yet Measured | 0 |
| R | KPI's Not Met | 2 |
| O | KPI's Almost Met | 1 |
| G | KPI's Met | 3 |
| G1 | KPI's Well Met | 1 |
| G2 | KPI's Extremely Well Met | 3 |
| Total KPIs | | 10 |

4.1.3 TOP LEVEL SDBIP - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The National Key Performance Area of Municipal Financial Viability and Management is linked to the Municipal Key Performance Area of Financial Viability. The IDP Objectives that are linked to Municipal Financial Viability are:

- *"Strategic and sustainable Budgeting".*
- *"Grow and diversify our revenues and value for money expenditure."*

Bergrivier Municipality Annual Report 2010/11

Table 43: Top Level SDBIP – Municipal Financial Viability and Management

| KPI Name | Unit of Measurement | Base line | Actual Performance 2009/10 | | Actual Performance 2010/11 | | | Performance Comment | Corrective Measures |
|----------------------|--|------------------|----------------------------|--------|----------------------------|---------------------------------------|---|---|---------------------|
| | | | Target | Actual | Target | Actual | R | | |
| Asset management | Compliance with GRAP 16, 17 & 102 (measured in terms of the AG report) | 100% | 100% | 100% | 100% | 100% | G | 100% compliance | None required |
| Clean audit | Number of Root causes of issues raised by AG in the previous years' AG management letter addressed | 60 COMA FS | NA | NA | 30 | 0 | R | Root causes in Management letter addressed. (Target and KPI need to be revised) | None required |
| Effective SCM system | No of successful appeals | 0 | NA | NA | 0 | 0 | G | No appeals | None required |
| Financial Viability | Debt coverage ((Total operating revenue- operating grants received)/debt service payments due within the year) | 93 | NA | 76.99% | 18.50% | 49.95% Revised actual 71.59% | B | Variation between target /actual due to lack of guidelines on calculation. 121832257 -42392811 /110963894. Revised actual 71.59% | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|---|------|------|--------|--------|-------------------------------------|----|---|--|
| Financial Viability | Service debtors to revenue – (Total outstanding service debtors/ revenue received for services) | 93 | New | New | 93.00% | 109.02 % (Revised actual 4.22) | G2 | 444757566.28/105297847 Revised actual: 4.22 | Strict implementation of credit control policy |
| Improved revenue collection | % Debt recovery rate | 95% | 95% | 91,58% | 93.00% | 85.74% (Revised actual = 96.05%) | O | Estimate – revised actual is 96.05 | Strict implementation of credit control policy |
| Improvement in conditional grant spending - capital | % of total conditional capital grants spent | 100% | 100% | 112% | 100% | 245% Revised actual = 100% | B | Revised actual =100% | None required |
| Improvement in conditional grant spending - operational | % of total conditional operational grants spent | 100% | 100% | 112% | 100% | 220% Revised actual 88% | B | Underspent because of housing grant received right at end of financial year | None required |
| Preparation of financial statements | Financial statements submitted by 31 August annually | 100% | 100% | 100% | 100% | 100% | G | Financial statements submitted by end of September 2012 due to Asset Register | Will acquire compliance system |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---------------------|---|----|----|----|--------|------|---|--|---|
| Financial Viability | Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure | 13 | NA | NA | 13.00% | 2.34 | R | Amount of months cash on hand to pay operating expenditure (Target incorrect) | Maintain strict credit control policy |
|---------------------|---|----|----|----|--------|------|---|--|---|

Summary of Results: Municipal Financial Viability and Management

| | | |
|-------------------|--------------------------|-----------|
| | KPI's Not Yet Measured | 0 |
| R | KPI's Not Met | 2 |
| O | KPI's Almost Met | 1 |
| G | KPI's Met | 3 |
| G1 | KPI's Well Met | 1 |
| B | KPI's Extremely Well Met | 3 |
| Total KPIs | | 10 |

4.1.4 TOP LEVEL SDBIP - LOCAL ECONOMIC DEVELOPMENT

The National Key Performance Area Local Economic Development is linked to the Municipal Key Performance Area of Financial Viability. The IDP Objective that is linked to Local Economic Development is:

"Local Economic Development".

Bergrivier Municipality Annual Report 2010/11

Table 44: Top Level SDBIP – Local Economic Development

| KPI Name | Unit of Measurement | Base line | Actual Performance 2009/10 | | Actual Performance 2010/11 | | | Performance Comments | Corrective Measures |
|---|---|-----------|----------------------------|--------|----------------------------|--------|--------|---|---|
| | | | Target | Actual | Target | Actual | R | | |
| Employment through job creation schemes | No of permanent jobs created (Community Services) | New | 0 | 0 | 4 | 63 | B | Receptionist , temp : beach resorts, 12 temps, relief clerk, clerk (KPI incorrect – should be temporary jobs) | Continuous process to create new initiatives for job creation |
| Employment through job creation schemes | No of temporary jobs created (Community services) | 300 | 100 | 100 | 400 | 457 | G 2 | Cumulative total exceed target for year | Appointments done according to approved council structure. |

Summary of Results: Local Economic Development

| | | |
|-------------------|--------------------------|----------|
| | KPI's Not Yet Measured | 0 |
| | KPI's Not Met | 0 |
| | KPI's Almost Met | 0 |
| | KPI's Met | 0 |
| | KPI's Well Met | 1 |
| | KPI's Extremely Well Met | 1 |
| Total KPIs | | 2 |

4.1.5 TOP LEVEL SDBIP – BASIC SERVICE DELIVERY

The National Key Performance Area of Basic Service Delivery is linked to the Municipal Key Performance Area of a quality living environment. The IDP Objective that is linked to Basic Service Delivery is: *“To meet service needs and address backlogs.”*

Bergrivier Municipality Annual Report 2010/11

Table 45: Top Level SDBIP – Basic Service Delivery

| KPI Name | Unit of Measurement | Base line | Actual performance 2009/10 | | Actual Performance 2010/11 | | | Performance Comments | Corrective Measures |
|---|--|-----------|----------------------------|--------------|----------------------------|--|--------|---|------------------------------|
| | | | Target | Actual | Target | Actual | R | | |
| Review of the Spatial Development Plan | Review and submitted to PGWC annually by 30 June | 100% | 0 | 0 | 100% | 100% | G | Review done in 2008. Due to lack of funding, no review done in 2010/11 and review not necessary. | Funding received for 2012/13 |
| No of HH receiving free basic electricity | No of HH | 12% | Not measured | Not measured | 7,000.00 | 7,120 Revised actual based on records 8384 | G 2 | Number of meters receiving the first 50 kWh of electricity free. Revised actual based on records 8384 | None required |
| No of HH that meet agreed service standards (connected to the national grid) - Formal areas | No of HH achieving agreed service standards | 7000 | NA | NA | 5,276 | 7,000 Revised actual based on records 8384 | G 2 | Electricity is available at all formal households | None required |
| Quantum of free basic electricity received | Kwh per month per household | 50 | 50 | 50 | 50 | 50 | G | All households receive 50 Kwh free | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|---------------------------------|-------|-------|--------------|----------|------------------------------|--------|---|---------------|
| No of House Holds receiving free basic refuse removal | No of House Holds | 1380 | 1380 | Not measured | 1,380.00 | 1,468 Revised actual 1578 | G 2 | Amount of households registered as indigent. Revised actual 1578 | None required |
| Quantum of free basic refuse removal received | R value per month per household | 108.8 | 108.8 | 108.8 | R 117.50 | R 117.50 | G | Amount of households registered as indigent | None required |
| No of HH receiving free basic sanitation | No of HH | 5954 | 5954 | Not measured | 5,954.00 | 3,016.38 Revised actual 1387 | R | Only households registered as indigent receive FBS. Revised actual 1387. Target incorrect | Review target |
| Quantum of free basic sanitation received | R value per month per household | R 13 | 86.55 | 86.55 | R 13.00 | R 93.47 | B | Amount of households registered as indigent | None required |
| No of HH receiving free basic water | No of HH | 7600 | 7600 | Not measured | 7,600.00 | 7,227.25 Revised actual 8472 | O | Amount of account holders receiving first 6kl of water free. Revised actual 8472 | None required |
| Quantum of free basic water received | Kl per month per household | 3% | 6 | 6 | 6 | 6 | G | All households receive 6Kl free | None required |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|--|---|----|----|----|----|----|---|--|--|
| Implementation of Integrated Human Settlement Strategy | No of projects completed by June 2011 | 0 | 1 | 1 | 1 | 1 | G | 56 housing units will be completed in Piketberg project by end June 2011 | None required |
| Effective fire brigade service | % of Fire Brigade service that meets agreed standards | 5% | 5% | 5% | 5% | 5% | G | R70 000 was allocated for 3 trailer pipe fire pumps. The target refers to the percentage of the plan for the implementation of the fire services that was funded for the 2010/11 financial year. The remaining 95% of the plan will be phased in over the next financial years | Chief Protection Services who will be responsible for fire, disaster and law enforcement of municipality will be appointed |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|--|---|-----|------|------|------|------|--------|---|---|
| Maintenance of recreational areas | % of maintenance budget of recreational areas spent (beach resorts) | 0 | 100% | 100% | 90% | 90% | G | No complaints – last orders for the year being issued | None required |
| Maintenance of recreational areas | Development and implementation of maintenance plan for recreational areas (beach resorts) | New | NA | NA | 100% | 100% | G | Maintenance activities completed and budget spent | None required |
| Maintenance of grave yards | % of maintenance budget of grave yards spent | 0 | 100% | 39% | 95% | 17% | R | Funding not all required | Improve alignment between budgeting and planning |
| Maintenance of halls and facilities | % of maintenance budget of halls and facilities spent | 95% | 100% | 91% | 95% | 115% | G 2 | More maintenance budget needed than anticipated. | Improve alignment between budgeting and planning |
| Effective capital spending | % spent of approved electricity capital projects | 95% | 100% | 80% | 95% | 93% | O | Funding not all required | Improve alignment between budgeting and planning |
| Improvement of electricity distribution capacity | Completion of demand application for Porterville by the end of March | 5% | NA | NA | 1 | 0 | R | Application letter completed, but contract not signed and deposit not paid within financial year. | Contract signed and deposit paid in 2011/12. ESKOM provided contract late |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|-----------------------------------|---|-----|------|-----|--------|-------------------------|--------|--|--|
| Maintenance of electricity assets | % of maintenance budget of electricity spent | 95% | 100% | 66% | 95% | 92% | O | Funding not all required | Improve alignment between budgeting and planning |
| New electricity connections | No of new electricity connections | 5 | NA | 672 | 5 | 6 Revised actual 300 | G 2 | June 2009 = 4982 /June 2010 =5282. Revised actual = 300 (RDP Houses) | None required |
| Percentage electricity losses | KW billed/ KW used by municipality | 12% | NA | NA | 10.00% | 11.33% | R | - | Maintenance and monitoring |
| Effective capital spending | % spent of approved municipal roads capital projects | 95% | 100% | 99% | 95% | 93% | O | Funding not all required | Improve alignment between budgeting and planning |
| Km of road for new developments | No of kilometres | 0 | NA | NA | 2 | 3 | B | Target exceeded | None |
| Maintenance of municipal roads | % of maintenance budget of municipal roads spent | 95% | 100% | 99% | 95% | 91% | O | Funding not all required | Improve alignment between budgeting and planning |
| Maintenance of municipal roads | Square meter of roads patched and resealed | 95% | NA | NA | 30,000 | 53,335 | B | Target exceeded | None |
| Effective capital spending | % spent of approved waste management capital projects | 95% | 100% | 50% | 95% | 99% | G 2 | More maintenance budget needed than anticipated. | Improve alignment between budgeting and planning |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|---|-----|------|-----|-----|------|--------|--|--|
| Maintenance of refuse removal assets | % of maintenance budget of refuse removal spent | 95% | 100% | 95% | 95% | 65% | R | Funding not all required | Improve alignment between budgeting and planning |
| Effective capital spending | % spent of approved storm water capital projects | 95% | 100% | 97% | 95% | 101% | G 2 | More maintenance budget needed than anticipated. | Improve alignment between budgeting and planning |
| Improvement of storm water in service areas | Completion of Piketberg and Porterville storm water upgrade | 0 | NA | NA | 95% | 100% | G 2 | Funding not all required | Improve alignment between budgeting and planning |
| Maintenance of storm water assets | % of maintenance budget of storm water spent | 95% | 100% | 45% | 95% | 38% | R | More maintenance budget needed than anticipated. | Improve alignment between budgeting and planning |
| Effective capital spending | % spent of approved waste water management capital projects | 95% | 100% | 97% | 90% | 99% | G 2 | More maintenance budget needed than anticipated. | Improve alignment between budgeting and planning |
| Improvement of sanitation system capacity | Completion of the Piketberg plant by the end of June | 20% | NA | NA | 1 | 1 | G | Target achieved | None required |
| Maintenance of sanitation assets | % of maintenance budget of sanitation spent | 95% | 100% | 70% | 95% | 91% | O | Funding not all required | Improve alignment between budgeting and planning |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|---|---|-----|------|-----|--------|------------------------------------|---|--|---|
| No of HH that meet agreed sanitation service standards (at least once a week) -Formal areas | No of HH that meet minimum standard sanitation | 99% | NA | NA | 7,320 | 6,917 Revised actual 5813 | O | All households have access to minimum sanitation services. Revised actual 5813 | None required |
| Quality of waste water discharge | % water quality level of waste water discharge | 35% | NA | NA | 70.00% | 36.58% | R | Capacity of Piketberg and Velddrif WWTW not up to standard | Budget for refurbishment |
| Effective capital spending | % spent of approved water capital projects | 95% | 100% | 97% | 95% | 94% | O | Funding not all required | Improve alignment between budgeting and planning |
| Excellent water quality | % water quality level as per SANS 242 | 0 | NA | NA | 90.00% | 79.50% | O | Capacity of WTW not up to standard. | Actual being reviewed by DWAF due to a professional error made by reporting consultants |
| Improvement of water purification system capacity | Completion of Phase 1 of the Piketberg plant by the end of June | 0 | NA | NA | 1 | 1 | G | Phase 1 completed | None required |
| Maintenance of water assets | % of maintenance budget of water spent | 95% | 100% | 88% | 95% | 93% | O | Funding not all required | Improve alignment between budgeting and planning |

Bergrivier Municipality Annual Report 2010/11

| | | | | | | | | | |
|--|---|------|----|----|--------|--------|--------|---------------------------------------|---------------|
| New water connections | No of new water connections | 5 | NA | NA | 10 | 58 | B | Target achieved | None required |
| Percentage water losses | KL billed/ KL used by municipality | 18% | NA | NA | 16.75% | 13.08% | G 2 | Target achieved | None required |
| Percentage/ No of HH that meet agreed service standards (cleaned piped water 200m from household) - Formal areas | No of HH receiving agreed service standards | 7600 | NA | NA | 7,600 | 11,400 | B | Potable water available at all erven. | None required |

Summary of Results: Basic Service Delivery

| | |
|------------------------|-----------|
| KPI's Not Yet Measured | 0 |
| R | 7 |
| O | 10 |
| G | 10 |
| G1 | 10 |
| G2 | 5 |
| Total KPIs | 42 |

4.2 SERVICE PROVIDERS PERFORMANCE

Section 76(b) of the Municipal Systems Act, Act 32 of 2000 states that Key Performance Indicators should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. According to the Auditor General’s office:

- a) *"A service provider means a person or institution or any combination of persons and institutions which provide a municipal service*
- b) *An external service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality*
- c) *A service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality"*

Section 121(b) of the MFMA and Section 46 of the MSA require that the Municipality to include the following information relating to service providers in its annual report:

- o The performance of each service provider
- o a comparison of the performance with targets set for and performance in the previous financial year; and
- o measures taken to improve performance

The purpose of this section is to provide performance related information on the Municipality’s service providers. Performance of service providers was not measured previously and there is therefore no measure for 2009/10.

The table below indicate the performance of all service providers as measured against the service level agreements

The ratings are as follows:

- 1 : Poor
- 2 : Good
- 3 : Very Good
- 4 : Excellent

Bergrivier Municipality Annual Report 2010/11

Table 46: Service provider performance

| DIRECTORATE MUNICIPAL MANAGER | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------|---|--|-------------------------|----------------------|----------------------------|----------------------|--------------------|
| | Ignite : Performance Management System | 1 Year (annually reviewed – initially appointed by Province) | Ongoing support | 100% compliance with | 2 | Insufficient support | Communication |
| Training | | | Service level agreement | 2 | Insufficient training | Communication | |
| Section 57 Support | | | | 4 | Excellent | | |
| System support and Development | | | | 4 | Excellent | | |

| DIRECTORATE COMMUNITY SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------|--|---------------------------------|--|--|----------------------------|-----------------------------------|--------------------|
| | Administration and speed and Law Enforcement | 1 September 2009 – 30 June 2011 | Licenses obtained Link to Enatis SABS approval of Cameras Back office administration Use | 100% compliance with Service level agreement | 3 | Service on an acceptable standard | Regular meetings |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE COMMUNITY SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|--|---|---|---|----------------------------------|------------------------|---|
| | | | photographic speed equipment Operate cameras for 40 hours Storage of data Supply cameras Provide training Internet payment system | | | | |
| | ASLA / DEVCO: Implementing Agent for Delivering of Houses in Bergrivier Municipal Area | 1 July 2010 – 30 June 2011 | Draw and submit a Development Plan and Implementation programme | 100% compliance with Service level agreement | 3 | | Technical housing meetings are held on a monthly basis to discuss defects and to see if corrective measures are in place |
| | | Compile and submit project applications for submissions and approval by the Department of Human Settlement | 100% compliance with Service level agreement | 3 | | | |
| | | Compile and submit | 100% compliance with | 3 | | | |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE COMMUNITY SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|---------------------|--|--|----------------------------------|------------------------|-----------------------|
| | | | applications | Service level agreement | | | |
| | | | Design, construct and install all engineering services | 100% compliance with Service level agreement | 2 | | |
| | | | Design and construct Top Structure in accordance with the specifications, standards and requirements | 100% compliance with Service level agreement | 2 | | |
| | | | Liaise with various communities and facilitate community participation | 100% compliance with Service level agreement | 2 | | |
| | | | Conduct a survey all the | 100% compliance with | 2 | | |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE COMMUNITY SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|---------------------|--|--|----------------------------------|------------------------|-----------------------|
| | | | informal structure within a demarcated area as determined | Service level agreement | | | |
| | | | Hand over Civil Engineering Services | 100% compliance with Service level agreement | 2 | | |
| | | | Be liable for any latent and patent defects in civil engineering service for a twelve month period | 100% compliance with Service level agreement | 3 | | |
| | | | Be liable for any latent and patent defects of each constructed Top Structure for a 3 month period | 100% compliance with Service level agreement | 3 | | |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE ADMINISTRATIVE SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|-------------------------------------|---------------------------------|-----------------------------------|------------------------|--|----------------------------|---|--------------------|
| | Telkom | Dec 2010 – Nov 2013 | New telephone system | 100% compliance with Service level agreement | 1 | Insufficient support Service not on an acceptable standard | Communication |
| | Trusc | 1 July 2010 – 30 June 2011 | Network and IT support | NA | 2 | Service Acceptable | Communication |
| | Minolta | 1 February 2009 – 31 January 2012 | Photo copiers | | 4 | Excellent service rendered | Communication |
| | Nashua | 1 July 2009 – 30 June 2012 | Photo copiers | | 4 | Excellent service rendered | Communication |
| | Autopage | 1 April 2011 – 30 March 2013 | Cell phones | NA | 4 | Excellent service rendered | Communication |

| DIRECTORATE FINANCIAL SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------|---------------------------------|---------------------|-------------------|--|----------------------------|---------------------|-----------------------------------|
| | Conlog | March 2009- Feb2012 | Pre-paid Metres | 100% compliance with Service level agreement | 1 | Insufficient | None- Communication does not help |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE FINANCIAL SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|------------------------|--------------------------------|--------|----------------------------------|------------------------|-----------------------|
| | AON | July 2010-June 2013 | Short term insurance | NA | 3 | Service acceptable | Communication |
| | ABSA | July 2008-June 2013 | Banking | | 4 | Excellent | Communication |
| | CAB | No Contract | Printing of accounts | | 3 | Acceptable | Communication |
| | Fujitsu | July 2011-June 2012 | Service contract : Software | | 3 | Acceptable | Communication |
| | Mubesko | | Finance consultants | | 4 | Excellent | Communication |

| DIRECTORATE TECHNICAL SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|------------------------|---|---|----------------------------------|--------------------------|-----------------------|
| | GLENCape Recources | July 2010- June2011 | Supply and delivery of bituminise products | 100% compliance with Service level agreement | 4 | Good service delivery | Communication |
| | TOSAS | July 2010-June 2011 | Delivery, spray and lay of ordinary slurry as well as buying of tar | NA | 4 | Good service delivery | Communication |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE TECHNICAL SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|---------------------|--|--------|----------------------------------|------------------------|-----------------------|
| | COLAS | July 2010-June 2011 | Lay of quick dry slurry | NA | 4 | Good service delivery | Communication |
| | ZEBRA PAVIND | July 2010-June 2011 | Lay of micro paving | NA | 4 | Good service delivery | Communication |
| | IKUSASA | July 2010-June 2011 | Supply and delivery of liquid chlorine gas as well as liquid aluminium sulphate and Lime, sodium, Soda as light, Soda ash dense, HTH, Carbon (PAC) and Pool acid | NA | 4 | Good service delivery | Communication |
| | Rocla | July 2010-June 2011 | Supply and delivery of concrete pipes and culverts | NA | 4 | Good service delivery | Communication |
| | Van Dyk Precast | July 2010-June 2011 | Supply and delivery of curbs, cement bricks, bricks, | NA | 4 | Good service delivery | Communication |

Bergrivier Municipality Annual Report 2010/11

| DIRECTORATE TECHNICAL SERVICES | DESCRIPTION OF SERVICE RENDERED | TERM OF CONTRACT | PERFORMANCE AREAS | TARGET | 2010/11 PERFORMANCE RATING | PERFORMANCE COMMENT | CORRECTIVE MEASURE |
|--------------------------------------|---------------------------------------|------------------------|---|--------|----------------------------------|--------------------------|-----------------------|
| | | | paving stones and green cobble stones | | | | |
| | Smit Steenwerke | July 2010-June 2011 | Supply and delivery of cement bricks, bricks and paving stones | NA | 4 | Good service delivery | Communication |
| | AWV projects | July 2010-June 2011 | Supply and delivery of refuse bags | NA | 4 | Good service delivery | Communication |
| | Elster Kent | July 2010-June 2011 | Supply and delivery of domestic water meters | NA | 4 | Good service delivery | Communication |
| | A.L Abbot and Associates | July 2010-June 2011 | Monitoring, quality control and process advice at water treatment works as well as waste water treatment works | NA | 4 | Good service delivery | Communication |

4.3 PERFORMANCE IN TERMS OF BASIC SERVICE DELIVERY

4.3.1 ACCESS TO BASIC SERVICES

Table 47 below indicates the provision of basic services to households while Table 48 indicates the extent to which we provide these services free of charge.

Table 47: Basic services to households

| BASIC SERVICES | | | | | | | | | |
|----------------|---|-------------|-------|--------|-------|------------|-------|----------------|---|
| Financial year | Number of households as at 30 JUNE 2011 | | | | | | | | |
| | Total no of HH | Access | | % | | Access | | % | |
| | | Electricity | | Water | | Sanitation | | Refuse removal | |
| | | Access | % | Access | % | Access | % | Access | % |
| 2009/10 | 8 218 | 100 | 7 856 | 100 | 5 777 | 100 | 7 867 | 100 | |
| 2010/11 | 8 384 | 100 | 8 472 | 100 | 5 813 | 100 | 7 912 | 100 | |

Table 48: Free basic services to households per type of service

| ELECTRICITY | | | | | | |
|----------------|--|--------------------------|-------|---------------------------|--------------------------|-------|
| Financial year | Free Basic Services supplied to all households | | | Households in Eskom areas | | |
| | Nr of households | Unit per household (kwh) | Value | Nr of households | Unit per household (kwh) | Value |
| | | | R 000 | | | R'000 |
| 2009/10 | 8218 | 50 | 1 031 | 15 | 50 | 40 |
| 2010/11 | 8384 | 50 | 3 063 | 15 | 50 | 40 |
| WATER | | | | | | |
| Financial year | Free Basic Services supplied to all households | | | | | |
| | Number of households | Unit per household (kl) | Value | | | |
| | | | R'000 | | | |
| 2009/10 | 7856 | 6 | 1 604 | | | |

Bergrivier Municipality Annual Report 2010/11

| 2010/11 | 8472 | 6 | 1 777 | | | |
|----------------|----------------------|---------------------------------|-------|-------------------------|------------------------------|--------|
| SANITATION | | | | | | |
| Financial year | Indigent Households | | | Non-indigent households | | |
| | Number of households | R value per household pm | Value | Number of households | Unit per household per month | Value |
| R'000 | | | R'000 | | | |
| 2009/10 | 1043 | 75.92 | 1 023 | 4734 | 75.92 | 5 768 |
| 2010/11 | 1387 | 81.99 | 1 278 | 4426 | 81.99 | 6 396 |
| REFUSE REMOVAL | | | | | | |
| Financial year | Indigent Households | | | Non-indigent households | | |
| | Number of households | R value per month per household | Value | Number of households | Unit per household per month | Value |
| R'000 | | | R'000 | | | |
| 2009/10 | 1201 | 95.44 | 1 456 | 6658 | 95.44 | 9 061 |
| 2010/11 | 1578 | 103.07 | 1 816 | 6334 | 103.07 | 10 017 |

4.3.2 ACCESS TO BASIC LEVELS OF SERVICES

The following table provides an overview of access to basic levels of service

Table 49: Access to basic level of services

| TYPE OF SERVICE | 2009/10 | 2010/11 |
|-----------------|---------|---------|
| Housing | 150 | 348 |
| Water | 7856 | 8472 |
| Sanitation | 5777 | 5813 |
| Refuse removal | 7859 | 7912 |
| Electricity | 8218 | 8384 |

A CAPITAL BUDGET SPENT ON MUNICIPAL SERVICES

Table 50: Capex

| FINANCIAL YEAR | OWN FUNDING | GRANT HOUSING | GRANT MIG | EXTERNAL LOANS | OTHER |
|----------------|-------------|---------------|-----------|----------------|-------|
| | (%) | (%) | (%) | (%) | (%) |
| 2008/09 | 85.4 | 18.9 | 97.2 | 71.7 | 53.4 |

Bergrivier Municipality Annual Report 2010/11

| | | | | | |
|----------------|-------|-------|-------|-------|-------|
| 2009/10 | 79.43 | 2.75 | 63.68 | 99.49 | 45.73 |
| 2010/11 | 96.41 | 45.39 | 99.96 | 97.49 | 44.73 |

Table 51: Total capital expenditure on new assets

| VOTE | AMOUNT |
|-----------------------------|---------------|
| Executive & Council | R 22 172 950 |
| Budget & Treasury Office | R 26 674 |
| Corporate Services | R 1 568 634 |
| Planning and Development | R 11 500 |
| Community & Social Services | R 271 104 |
| Public Safety | R 117 000 |
| Sport & Recreation | R 146 405 |
| Waste Management | R 2 188 586 |
| Waste Water Management | - |
| Road Transport | R 104 341 |
| Water | - |
| Electricity | R 358 2535 |

B PERCENTAGE SPENDING ON TOTAL CAPITAL BUDGET

The total percentage (%) of the capital budget for the past three years is indicated in the table below:

Table 52: Total capital expenditure

| FINANCIAL YEAR | % OF CAPITAL BUDGET SPENT |
|-----------------------|----------------------------------|
| 2008/09 | 93 |
| 2009/10 | 97 |
| 2010/11 | 97 |

C SUMMARY OF BACKLOGS THAT MUST STILL BE ADDRESSED

Backlogs are services not provided for in terms of the millennium goals and the Constitution of South Africa.

Bergrivier Municipality Annual Report 2010/11

Table 53: Backlogs

| AREA | TOTAL HOUSEHOLDS AFFECTED |
|---|---------------------------|
| Housing | 3 950 |
| Water (on site) | 0% |
| Sanitation | 0% |
| Refuse removal (at least once a week at site) | 0% |
| Electricity (in house) | 0% |
| Streets and storm water | 0% |

4.3.3 WATER AND SANITATION

A WATER SERVICE DELIVERY LEVELS

Bergrivier scored 85.2% in the Blue Drop Evaluations. These evaluations include water safety planning processes, process controls and maintenance, monitoring programmes and drinking water quality compliance.

Table 54: Water service delivery levels

| DESCRIPTION | 2010/11 |
|---|-------------|
| | ACTUAL |
| Households | 8472 |
| <u>Water: (above minimum level)</u> | |
| Piped water inside dwelling | 8401 |
| Piped water inside yard (but not in dwelling) | - |
| Using public tap (within 200m from dwelling) | 71 |
| Other water supply (within 200m) | - |
| Minimum Service Level and Above sub-total | 8472 |
| Minimum Service Level and Above Percentage | 100% |

B SANITATION SERVICE DELIVERY LEVELS

Bergrivier Municipality scored 72.1% in the Green Drop Evaluations.

Table 55: Sanitation service delivery levels

| DESCRIPTION | 2010/11 |
|-------------------|-------------|
| | ACTUAL |
| Households | 7813 |

Bergrivier Municipality Annual Report 2010/11

| | |
|---|-------|
| Sanitation/sewerage: (above minimum level) | |
| Flush toilet (connected to sewerage) | 5813 |
| Flush toilet (with septic tank) | 2 000 |
| Chemical toilet | - |
| Pit toilet (ventilated) | - |
| Other toilet provisions (above minimum service level) French (Aurora) | - |
| Minimum Service Level and Above sub-total | 7813 |
| Minimum Service Level and Above Percentage | 99% |
| Sanitation/sewerage: (below minimum level) | |
| Bucket toilet | - |
| Other toilet provisions (below minimum service level) | - |
| No toilet provisions | 71 |
| Below Minimum Service Level sub-total | 71 |
| Below Minimum Service Level Percentage | 100% |

4.3.4 ELECTRICITY

All erven within the boundaries of developed areas are fully served with electricity. Eskom supplies electricity to all areas with the exception of Eendekuil where the low cost housing area is within the Municipality's supply area. The remainder of the town is reticulated by Eskom. The Municipality has a license to reticulate electricity to all other developed areas.

Table 56: Electricity service delivery levels

| DESCRIPTION | 2010/11 |
|---|-------------|
| | ACTUAL |
| Households | 8384 |
| Energy: (above minimum level) | |
| Electricity (at least minimum service level) | 3101 |
| Electricity - prepaid (minimum service level) | 5 282 |
| Minimum Service Level and Above sub-total | 8384 |
| Minimum Service Level and Above Percentage | 100% |

Bergrivier Municipality Annual Report 2010/11

4.3.5 HOUSING

There are currently approximately 3950 housing applications on the waiting list. The following table indicates the allocation of funds for housing development, amount spent and the number of houses built in the financial year.

Table 57: Housing allocation and expenditure

| FINANCIAL YEAR | ALLOCATION | AMOUNT SPENT | % SPENT | NUMBER OF HOUSES BUILT | NUMBER OF SITES SERVICED |
|----------------|------------|--------------|---------|------------------------|--------------------------|
| | R'000 | R'000 | | | |
| 2009/10 | 15 000 000 | 15 000 000 | 100 | 150 | 150 (Velldrif) |
| 2010/11 | 14 966 973 | 9 100 227 | 61 | 56 | 328 (Piketberg) |

A MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS

The following table indicates the Conditional Grants received for the erection of municipal infrastructure that were allocated to us in terms of the Division of Revenue Act

Table 58: Municipal infrastructure grants (MIG)

| FINANCIAL YEAR | PROJECT | WARD NR/ AREA | AVAILABLE FUNDING | AMOUNT SPENT | % SPENT |
|----------------|---|--------------------------------|-------------------|--------------|---------|
| | | | R'000 | R'000 | |
| 2008/09 | Velldrif waste transfer station | Velldrif | 4 693 mil | 4 693 mil | 100 |
| 2009/10 | Porterville, Aurora and Velldrif solid waste transfer station | Porterville, Aurora , Velldrif | 7 080 mil | 7 080 mil | 100 |
| 2010/11 | Piketberg waste water | Piketberg | 8 087 mil | 8 087 mil | 100 |
| | Treatment works | - | - | - | - |

Bergrivier Municipality Annual Report 2010/11

Table 59 Other capital grants

| FINANCIAL YEAR | NAME OF GRANT AND DEPARTMENT | PROJECT | WARD NR/ AREA | AVAILABLE FUNDING | AMOUNT SPENT | % SPENT |
|----------------|------------------------------|---|---------------|-------------------|--------------|---------|
| | | | | R'000 | R'000 | |
| 2008/09 | MIG | Refuse Solid Waste Transfer station | 1 | 4, 693 mil | 4, 693 mil | 100 |
| 2009/10 | MIG | Waste water treatment works | 1 | 2,4 mil | 2,4 mil | 100 |
| | MIG | Waste water treatment works | 3 and 4 | 4,232 mil | 4,232 mil | 100 |
| 2010/11 | DME | Electricity services Low Cost housing Piketberg | 4 | 1 056 000 | 1 056 000 | 100 |
| | PGWC | Pedestrian walk ways | 7 | 500 000 | 278 109 | 55.6 |
| | PGWC | Lighting Sport fields | 1 and 2 | 600 000 | 89 667 | 14.9 |
| | MIG | Waste water treatment works | 3 and 4 | 8 087 000 | 8 087 000 | 100% |

4.3.6 REFUSE REMOVAL

Bergrivier has a weekly service for the removal of household waste within the developed areas. A contractor has been appointed to recycle Piketberg's waste. This is a pilot project to evaluate the waste stream. Business and other waste is removed by order.

Table 60: Refuse removal service delivery levels

| DESCRIPTION | 2008/09 | 2009/10 | 2010/11 |
|-------------|---------|---------|---------|
|-------------|---------|---------|---------|

Bergrivier Municipality Annual Report 2010/11

| | OUTCOME | ACTUAL | ACTUAL |
|--|---------|--------|--------|
| Household | | | |
| Refuse Removal: (Minimum level) | 7 606 | 7 861 | 7 912 |
| Removed at least once a week | Yes | Yes | Yes |
| Minimum Service Level and Above sub-total | 7 606 | 7 861 | 7 912 |
| Minimum Service Level and Above percentage | 100% | 100% | 100% |

4.3.7 ROADS

The Municipality has 186,4 km of road of which 22.8 Km is gravel.

A TARRED ROADS

Table 61: Tarred roads

| FINANCIAL YEAR | TOTAL KM TARRED ROADS | KM OF NEW TAR ROADS | M ² EXISTING TAR ROADS RE-TARRED | KM TAR ROADS MAINTAINED |
|----------------|-----------------------|---------------------|---|-------------------------|
| 2009/10 | 164 | - | 36 000 | 20,8 |
| 2010/11 | 164 | - | 52 000 | 22,8 |

B GRAVELED ROADS

Table 62: Gravelled roads

| FINANCIAL YEAR | TOTAL KM GRAVEL ROADS | KM NEW GRAVEL ROADS CONSTRUCTED | KM GRAVEL ROADS UPGRADED TO TAR | KM GRAVEL ROADS GRADED/MAINTAINED |
|----------------|-----------------------|---------------------------------|---------------------------------|-----------------------------------|
| 2009/10 | 20,8 | 2 | - | 20,8 |
| 2010/11 | 22,8 | 2 | - | 22,8 |

C COST OF CONSTRUCTION/MAINTENANCE

Table 63: Cost of construction/maintenance of roads

| FINANCIAL YEAR | TOTAL OF CONSTRUCTION AND MAINTENANCE OF ROADS |
|----------------|--|
| 2010/11 | R 2 709 606 |

4.3.8 STORMWATER

A) STORM WATER INFRASTRUCTURE

Bergrivier Municipality has started with a Management Plan for storm water services. Priority areas have been identified in the first phase. Future projects will be based on this Storm Water Management Plan which was compiled by V and V Consulting Engineers.

Table 64: Storm water infrastructure

| FINANCIAL YEAR | TOTAL KM STORM WATER MEASURES | KM NEW STORM WATER MEASURES |
|----------------|-------------------------------|-----------------------------|
| 2010/11 | 2,5 | 2,5 |

B COST OF CONSTRUCTION/MAINTENANCE

Table 65: Cost of construction/maintenance of storm water systems

| FINANCIAL YEAR | STORM WATER MEASURES |
|----------------|----------------------|
| 2010/11 | 1 065 mil |

4.4 LED

4.4.1 LED STRATEGY

The Municipality adopted a LED Strategy in 2009 but had no dedicated official to deal with its implementation. The Strategic Manager resigned in January 2011 and was not replaced for the rest of the financial year. A Head of Strategic Planning and LED was appointed on 1 November 2011. The appointment of this person will give impetus to the implementation of the LED Strategy. The Strategy focuses on: Cut flowers, Tourism, Business Process Outsourcing and Conferencing.

4.4.2 LED INITIATIVES

- A LED workshop was held on 3 March 2011. The aim of the workshop was to discuss what Bergrivier should do to facilitate projects as identified in the approved LED Strategy. Community leaders who would like to be involved in the development of projects volunteered to serve on project teams.

Bergrivier Municipality Annual Report 2010/11

- The possibility to propagate the European Asparagus in selected areas in the Berg Estuary is being investigated as a job creation project.
- The Bergrivier Tourism Organisation Strategy for 2011/12 was approved by Council with the main emphasis being the appointment of a person to facilitate certain projects.
- The Velddrif Tourism Office was moved to an area which is more visible and with more space.
- The Porterville Business Hub was approved for development by PPC. The building is expected to be completed by December 2011. A coordinator and tenants will be sought to facilitate the viable operation of the facility.
- The Piketberg, Wittewater, Goedverwacht (PWG) Community Engagement Forum has been established as an entity within the wider Bergrivier Municipality Community and is comprised of representatives from civic organisations within the designated area of Piketberg, Wittewater and Goedverwacht for the purpose of consultation and identification of community needs and projects.
- The PWG Community Engagement Forum will be involved in the planning and implementation of the Community Engagement Forum funds for purposes of contributing to the communities in accordance with the spirit and purpose of the BEE Act.
- There are investment and export opportunities in Organic Buchu and Essential Oils production.

Chapter 5



Play park in Piketberg



Painted wall at Taxi Rank



New houses being constructed at Piketberg

CHAPTER 5: FUNCTIONAL PERFORMANCE

This chapter provides an overview of the functional performance of the Municipality for 2010/11. The functions of a Municipality are set out in Section 156, read together with Schedules 4B and 5B of the Republic of South Africa Constitution Act, Act 108 of 1996. Section 84 of the Municipal Structures Act, Act 117 of 1998 regulates the division of these functions between the District and Local Municipality. Bergrivier Municipality is therefore responsible for the following functions;

Table 66: Municipal Functions

| CONSTITUTION SCHEDULE 4, PART B FUNCTIONS: | YES/NO |
|---|---|
| Air pollution | Yes |
| Building regulations | Yes |
| Child care facilities | yes |
| Electricity and gas reticulation | Yes |
| Fire fighting services | Yes (shared with District Municipality) |
| Local tourism | Yes |
| Municipal airports | No |
| Municipal planning | Yes |
| Municipal health services | No |
| Municipal public transport | Yes |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto | Yes |
| Stormwater management systems in built-up areas | Yes |
| Trading regulations | Yes |
| Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems | Yes |
| Constitution Schedule 5, Part B functions: | |
| Beaches and amusement facilities | Yes |
| Billboards and the display of advertisements in public places | Yes |
| Cemeteries, funeral parlours and crematoria | Yes |

Bergrivier Municipality Annual Report 2010/11

| | |
|--|-----|
| Cleansing | Yes |
| Control of public nuisances | Yes |
| Control of undertakings that sell liquor to the public | Yes |
| Facilities for the accommodation, care and burial of animals | Yes |
| Fencing and fences | Yes |
| Licensing of dogs | Yes |
| Licensing and control of undertakings that sell food to the public | No |
| Local amenities | Yes |
| Local sport facilities | Yes |
| Markets | Yes |
| Municipal abattoirs | Yes |
| Municipal parks and recreation | Yes |
| Municipal roads | Yes |
| Noise pollution | Yes |
| Pounds | Yes |
| Public places | Yes |
| Refuse removal, refuse dumps and solid waste disposal | Yes |
| Street trading | Yes |
| Street lighting | Yes |
| Traffic and parking | Yes |

5.1 OVERVIEW OF PERFORMANCE

As indicated in Chapter 4, the Municipality's strategic performance is measured against its Top Layer SDBIP (Service Delivery Budget Implementation Plan) which contains high level service delivery targets. The Top layer SDBIP informs the development of Departmental SDBIP's. Departmental SDBIP's contain a higher level of detail and are used by Portfolio Heads and the Senior Management of the Municipality to monitor performance of departments and certain individuals on a monthly basis.

Functional performance has improved significantly with 79% of KPI's being met in comparison to 52% the previous year. Only 17% of KPI's were not met compared to 27% in the previous year. The Municipality will strive to improve on this in the next financial year.

Bergrivier Municipality Annual Report 2010/11

The overall performance of the different Directorates is indicated in the table below, this performance includes performance in terms of the Departmental SDBIP, which measures operational performance.

Table 67: Summary of total performance

| DIRECTORATE | YEAR | TOTAL KPIs | KPIs EXTREMELY WELL MET | KPIs MET WELL | KPIs MET | KPIs ALMOST MET | KPIs NOT MET |
|---------------------------------------|----------------|------------|-------------------------|---------------|----------|-----------------|--------------|
| Municipal Manager | 2010/11 | 37 | 4 | 2 | 11 | 6 | 14 |
| | 2009/10 | 19 | - | - | 64 | 24 | 31 |
| Council | 2010/11 | 12 | 2 | 0 | 3 | 1 | 7 |
| | 2009/10 | 11 | - | - | 6 | 1 | |
| Administrative Services | 2010/11 | 82 | 2 | 5 | 64 | 5 | 6 |
| | 2009/10 | 61 | - | - | 48 | 5 | 7 |
| Financial Services | 2010/11 | 87 | 8 | 14 | 46 | 7 | 12 |
| | 2009/10 | 69 | - | - | 36 | 25 | 8 |
| Community Services | 2010/11 | 86 | 5 | 7 | 26 | 24 | 23 |
| | 2009/10 | 76 | - | - | 45 | 22 | 9 |
| Technical Services | 2010/11 | 330 | 36 | 27 | 126 | 49 | 92 |
| | 2009/10 | 201 | - | - | 85 | 26 | 90 |
| Total average for municipality | 2010/11 | 684 | 76 | 72 | 368 | 51 | 117 |
| | 2009/10 | 537 | - | - | 284 | 103 | 149 |

In 2009/10 KPI's were measured as met, almost met and not met

5.2 PERFORMANCE PER FUNCTIONAL AREA

The following paragraphs provide a summary of the performance of the various Directorates and Departments as measured against the Directorate and Departmental SDBIP's

5.2.1 OFFICE OF THE MUNICIPAL MANAGER

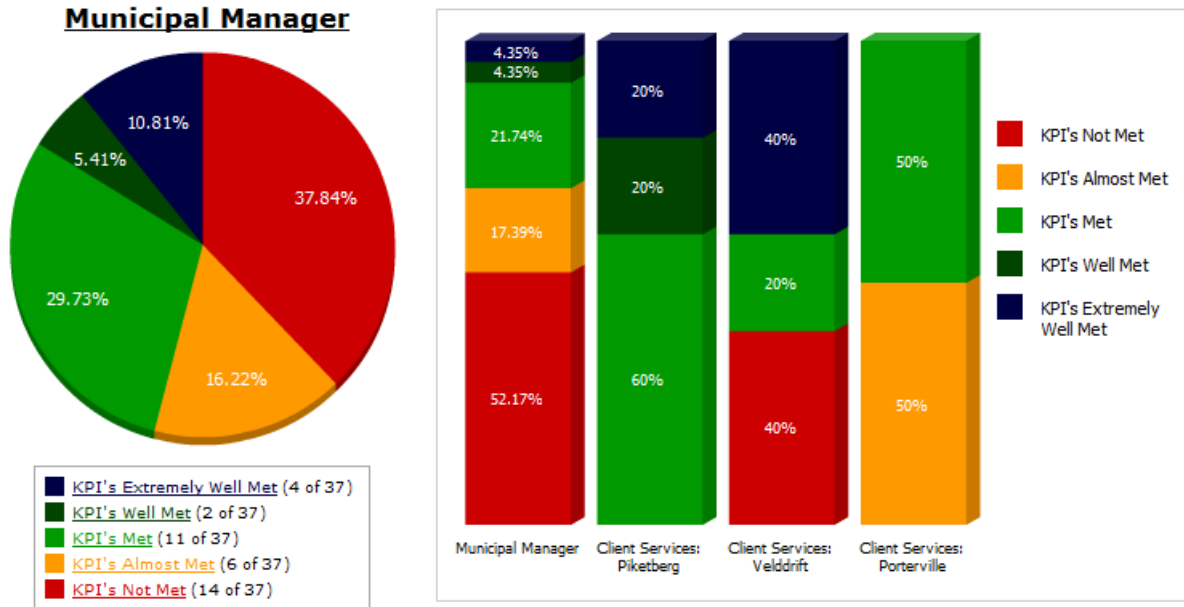
The Municipal Manager is the Accounting Officer and there is one sub directorate within the office of the Municipal Manager namely;

- o Client Services

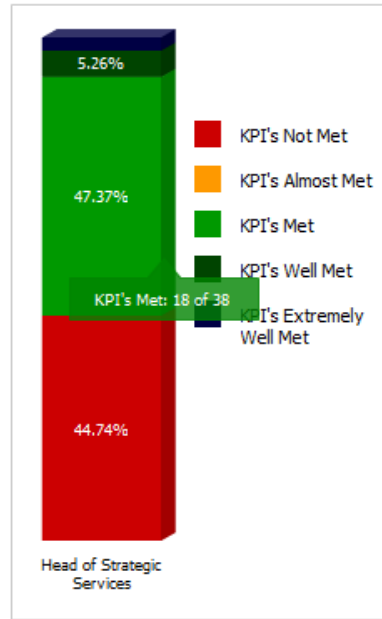
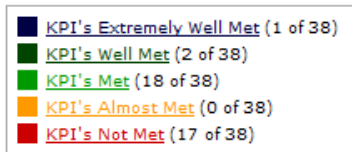
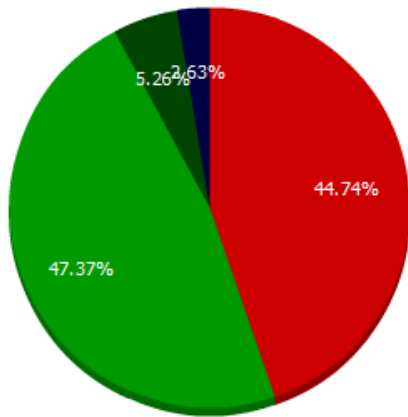
Bergrivier Municipality Annual Report 2010/11

The Manager Strategic Services also reports to the Municipal Manager. This position was vacant from January 2011 – June 2011. The Head Internal Audit reports to the Chairperson of the Audit Committee but reports indirectly to the Municipal Manager.

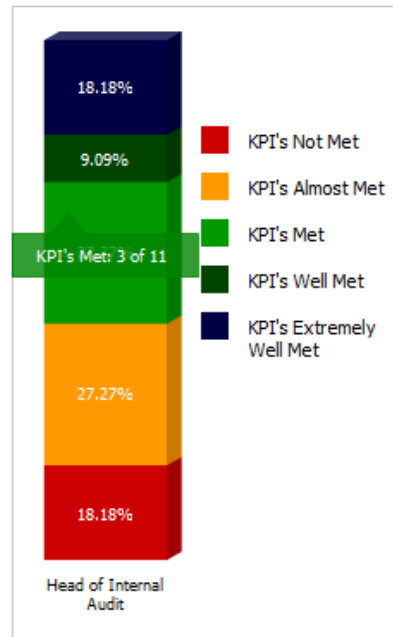
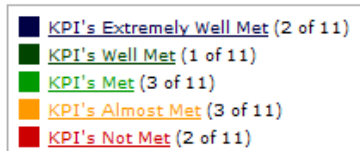
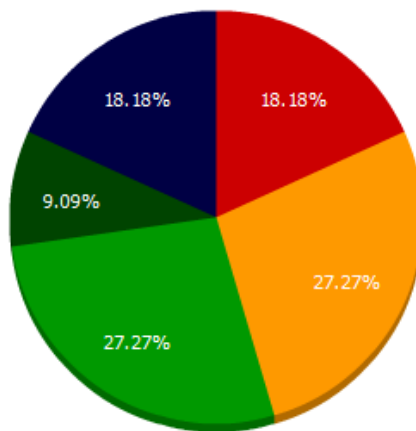
Figure 4: Functional Performance: Office of the Municipal Manager



Strategic Services



Internal Audit



PERFORMANCE HIGHLIGHTS OF THE OFFICE OF THE MUNICIPAL MANAGER

Customer care and communication

- During the 2009/2010 financial year, Bergrivier Municipality developed a Customer Care Charter which emanated from a Customer Care Survey which was conducted

in the previous financial year. A Customer Care Charter was availed to each household and launched at public participation meetings in each ward. A second Customer Care Survey was completed in 2010/11 and the results will be used to improve service delivery.

- Two Ratepayer Newsletters were distributed.
- The website was upgraded and regularly updated.

Biodiversity

- The Municipality's biodiversity features are of global conservation significance especially the Berg River Estuary and the Groot Winterhoek Wilderness area which is part of the Cape Floral Region which is a World Heritage Site. Bergrivier Municipality is a member of the Local Action for Biodiversity (LAB) which is an international programme for municipalities coordinated by ICLEI, an international environmental organization.
- **Local Acton for Biodiversity (LAB)**
 - The Mayor, Councillor C Liebenberg, Cllr R de Vries and the Municipal Manager, C Liebenberg attended the 2011 LAB Workshop that was hosted in Velddrif by the Bergrivier Municipality and ICLEI, from 31 January 2011 to 4 February 2011.
 - Participant cities and towns from all over the world attended the workshop, including Abu Dhabi (United Arab Emirates), Mexico, City of Curitiba (Brazil), Jerusalem (Israel), Brussels (Belgium), Montreal and Calgary City(Canada), Jundaloo (New Zealand), Auckland (Australia), Dunedin, Edmonton, Jerusalem, Sao Paulo, Stockholm. The following institutions were also represented: Tulane University, IUCN, Capenature, University of Cape Town, Unisa, ICLEI India, Department of Environmental Affairs, CSIR, Rhodes University, SANBI, Rhodes University, Convention of Biological Diversity, and Water Research Council. The following South African cities and towns were represented: Buffalo City, Cape Town, Cape Winelands, and eThekweni, Ekurhuleni, Johannesburg and West Coast District Council.
 - The expenditure on the workshop by Bergrivier was R233 547, 00. West Coast District Municipality contributed R50 000, 00. Free press coverage was valued at R24 500, 00.
 - The following key milestones have been achieved in relation to the LAB Programme;
 - Membership: 1 July 2009
 - Biodiversity Report: Completed - 30 June 2010
 - Durban Commitment signed: November 2010

Bergrivier Municipality Annual Report 2010/11

- Local Biodiversity Strategies and Action Plan (LBSAP) – completed 30 May 2011
- Biodiversity Initiative – approved for initiation: Botanical Garden and High Art Route, Piketberg. (2010 Legacy Project)
- **Management and protection of Estuaries**
 - The Berg Estuary is part of CAPE Estuaries Programme and will enjoy enhanced protection under the Integrated Coastal Management Act 24 of 2008.
 - The Estuary Management Plan was completed in 2009.
 - The Berg Estuary Management Forum was established in 2010, and operates successfully with local role-players and government department representatives.
 - The upper reaches of the Verlorenvlei Estuary, which is a Ramsar site, fall within the Municipality.
- **Climate Change**
 - Climate change needs to be addressed through mitigation and adaption strategies
- **Other environmental initiatives and co-partnerships**
 - A Biodiversity Sector Plan with Critical Biodiversity Areas Maps has been developed for Bergrivier Municipality. Key insights from the Bergrivier Biodiversity Assessment Report
 - Bergrivier contains one of 34 globally identified biodiversity hotspots which has at least 1 500 species of vascular plants as endemics.
 - Biodiversity is being lost and at least 70 % of its original habitat has already been lost to agriculture development.
 - The Piketberg Sandstone Fynbos occurs in Bergrivier and nowhere else in the world.
 - An on-going challenge is the ever expanding agricultural footprint.
 - It is Important to network with other environmental role-players, organizations and locals within the region.
 - It is essential to mainstream biodiversity into fine scale planning and landscape planning initiatives (Biodiversity Sector Plan with the aid of Critical Biodiversity Area Maps.
 - There are new ideas around linking resources to existing and new environmental projects and conservation programmes.
 - Bergrivier Municipality is a member of:
 - Berg River Estuary Management Forum
 - Greater Cederberg Biodiversity Corridor initiative (GCBC)
 - Cederberg Fire Protection Association (FPA).

- Other Government and Non-Governmental organizations and institutions dealing with Environmental Management and Conservation.

Staff

- The staff logo, “We do what we can with what we have” was printed on staff safety T-shirts and sun peaks.
- Two staff newsletters were distributed.
- Staff visits were done during December and January, and meetings with the Municipal Manager, Directors and all staff and were held during June 2011.

Mayoral Golf Day

- The annual Mayoral Golf Day was again held and was a major success.

Strategic Services

- The full Council and the Executive Management of the Bergrivier Municipality gathered from 8 to 9 November 2010 to consider the challenges and opportunities that the Bergrivier Municipality may have to face during the next five years, to assess its institutional readiness accordingly and to agree to what extent it needs to strategically re-position itself in preparation for the future five years.
- The revised LED strategy was approved.
- The unit functioned without a manager for six months

Internal Audit

- An Anti-Fraud and Corruption Policy, Risk Based Audit Plan and a Risk Management Policy were approved by Council during the said financial year. National and Provincial government are placing high importance on proper risk management and the identification of risks within the Municipality and specific emphasis is being placed on the implementation of the Risk Management Policy.
- The Audit Committee is functional and as per legislation, four meetings took place during the financial year.
- Interviews for a Performance Management Committee Member have taken place and an appointment was made by Council. This Committee is responsible for ensuring service delivery as well as the monitoring and evaluation of the key performance indicators of officials.

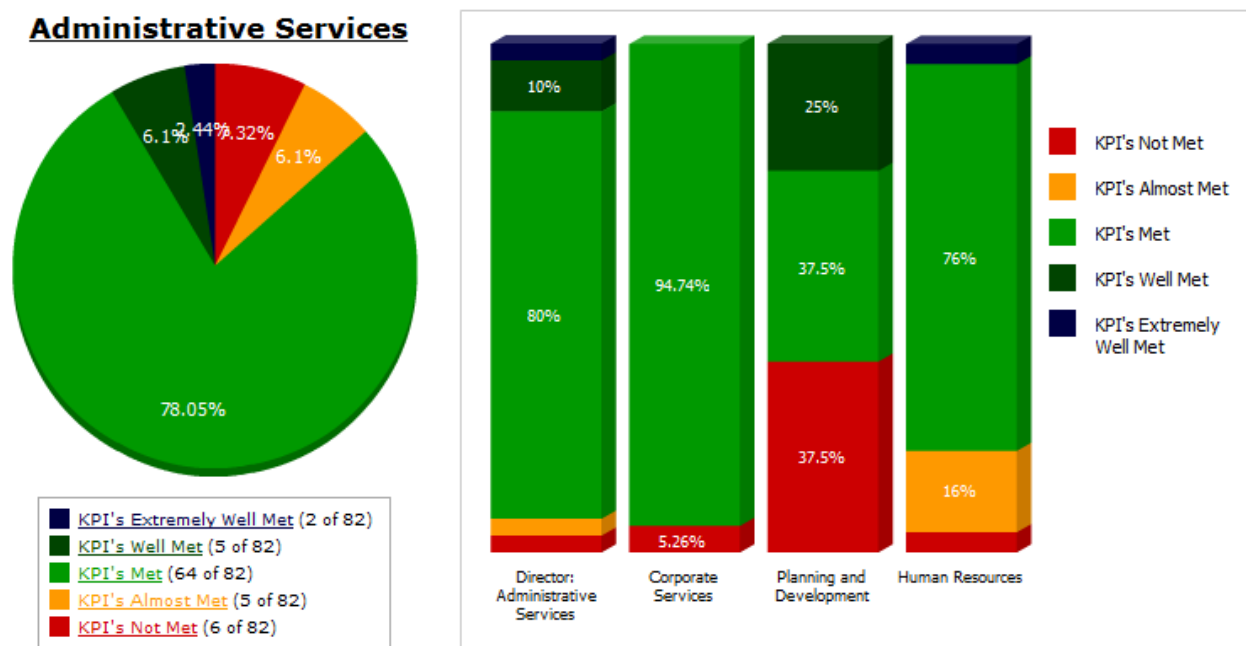
5.2.2 ADMINISTRATIVE SERVICES

The Administrative Services Directorate comprises the following sub directorates;

Director Administration

- Corporate Services
- Human Resource Management
- Planning and development

Figure 5: Functional Performance: Administrative Services



PERFORMANCE HIGHLIGHTS OF THE ADMINISTRATIVE SERVICES DIRECTORATE

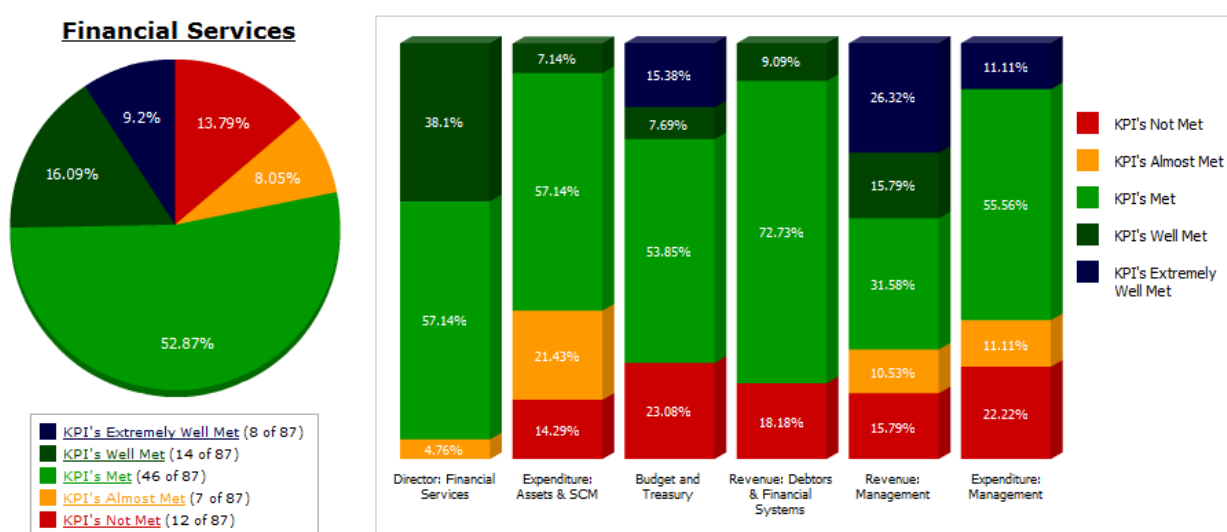
- A communication policy was approved by Council on 28 September 2010 to facilitate effective communication with communities.
- All Council and Committee meetings took place according to schedule. These include meetings of the Portfolio Committees, the Training Committee and the Local Labour Forum.
- Functionality of the Committee Meetings and the Local Labour Forum was excellent.
- The Training Budget was 100% spent.
- A new IT and Telephone system was implemented to reduce costs to the Municipality.
- The Skills Development Facilitator achieved the qualification of Occupational Directed Education Training and Development Practices.
- Thirty six (36) employees that were previously illiterate successfully completed Adult Basic Education and Training (ABET) Level 1.

5.2.3 FINANCIAL SERVICES

The Financial Services Directorate comprises the following sub directorates;

- Budget and Treasury
- Revenue: Debtors and Financial Services
- Revenue: Management
- Expenditure: Management
- Expenditure: Assets and Supply Chain Management

Figure 6: Functional Performance: Financial Services



PERFORMANCE HIGHLIGHTS OF THE FINANCIAL SERVICES DIRECTORATE

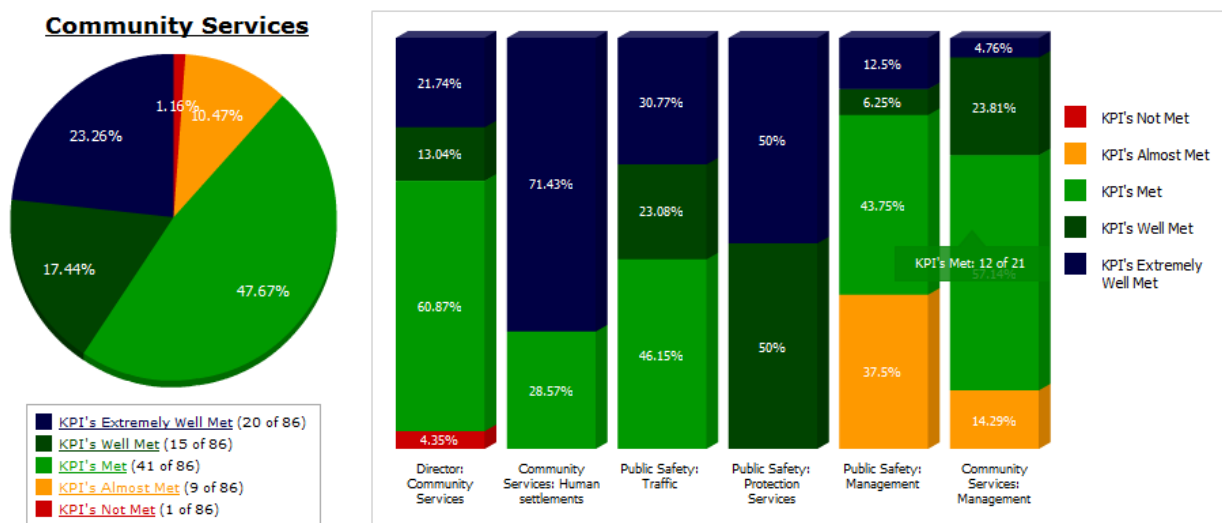
- Three consecutive clean audits.
- Fifty (50) units of free electricity and 6000 litres of free water was provided to all residents.
- The indigent allowance per household is R2500.
- The income of residents who live with pensioners as well as those who receive medical incapacity allowances is not calculated with the qualification of indigent allowances.
- The property tax rebate for residential properties was increased to R50, 000, 00 to exempt all low cost housing home owners from payment of assessment rates.
- Tax incentives and rebates were approved for the business and agriculture sectors to stimulate economic growth for the region.
- There are 2876 normal electricity metres and 5282 pre-paid metres. Approximately 4 700 metres use the free units.
- There are 1816 households receiving free basic refuse removal, 1387 households receiving free basic sanitation and 8472 households receiving free basic water.

5.2.4 COMMUNITY SERVICES

The Community Services Directorate comprises the following sub directorates;

- Public Safety: Management
- Public Safety: Protection Services
- Public Safety Traffic
- Community Services Management
- Human Settlements

Figure 7: Functional Performance: Community Services



PERFORMANCE HIGHLIGHTS OF THE COMMUNITY SERVICES DIRECTORATE

Housing

- 150 low cost houses were built in Velddrif and 328 in Piketberg – the first since 1998, a ceremonial handover was done by Minister B Madikizela on 09 May 2011.
- Twenty five Wendy houses were built in the Trajekte Camp in Piketberg as emergency housing units for families that previously lived in tents.
- 14 Temporary jobs were created in the libraries with funding that came from the Provincial Department of Culture, Art and Sport.
- The hall at the Dwarskersbos Beach Resort is busy being upgraded. Defaults at chalets were restored. An electronic booking system was bought, to speed up the booking process. Effort is made to make resorts more tourists friendly.

Sport and Recreation

- The ablution blocks and cloakrooms at the Aurora Sport fields were completed. We acquired R600 000.00 from the Provincial Department of Culture, Art and Sport for

the erection of floodlights at the sports grounds in Aurora, Eendekuil and Redelinghuys.

- A major challenge is the functioning of the Sport Councils in the different towns. Strong leadership is needed from Bergrivier Municipality to work closely with and assist the struggling Sports councils. The Bergrivier Sports Policy needs to be workshopped with the Municipal officials and the different Sports Councils and implemented as soon as possible.
- The opening of the Aurora Sports grounds is being planned in conjunction with the Sports Council of Aurora and the Provincial Department of Culture, Art and Sport.

Law Enforcement

- The Municipality has decided to establish a Law enforcement section. The section will consist of a Chief and three law enforcement officers that will be stationed in Piketberg, Porterville and Velddrif. The law enforcement section will be responsible for enforcing all By-Laws and other legislated duties assigned to them in terms of the Criminal Procedures Act.

Traffic

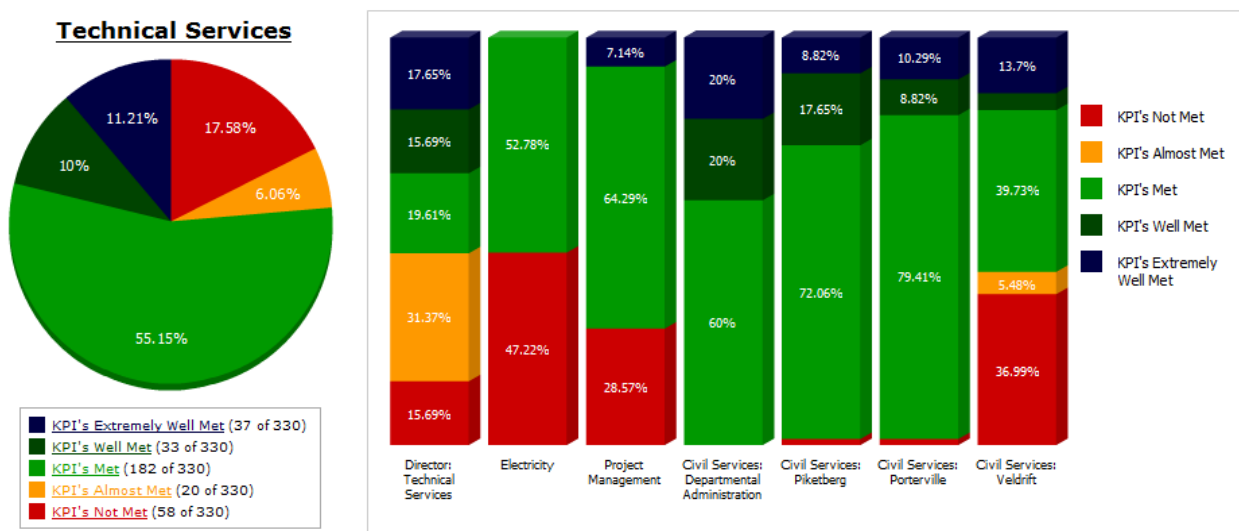
- During this financial year this section was under staffed by at least 30%. Senior positions were vacant for more than six months.
- After the fraud case that rocked the Municipality and the Traffic section during 2008 and 2009, management introduced a turn-around strategy. Standard Operating Procedures were introduced for all the offices. These SOP's are monitored on a daily and weekly basis by management. This turn-around strategy resulted in the Piketberg, Porterville and Velddrif Traffic offices receiving a compliance rate of 97% for the issuing of driving licenses during an inspection by the Provincial Department of Transport.

5.2.5 TECHNICAL SERVICES

The Technical Services Directorate comprises the following sub directorates;

- Civil Services : Departmental Administration
- Civil Services : Piketberg
- Client Services : Porterville
- Civil Services Velddrif
- Electricity
- Project Management

Figure 8: Functional Performance: Technical Services



PERFORMANCE HIGHLIGHTS OF THE TECHNICAL SERVICES DIRECTORATE

Expanded Public Works Programme (EPWP)

Participation in the Expanded Public Works Programme (EPWP) created jobs to the value of R695 000 for 457 residents. Twelve (12) projects to the value of R893 000, 00 which will provide jobs to an estimated 409 residents have already been registered for 2011/2012.

Electricity services

- **Low Cost Housing**
 - Phase 1 of the project to supply electricity to 328 low cost houses at Piketberg has been completed at a cost of R 1 760 000.00 and the final phase is planned for completion during the 2011/12 financial year.
- **Reticulation Network**

Bergrivier Municipality Annual Report 2010/11

- Upgrades to the reticulation networks at Piketberg and Porterville have been completed at a cost of R 215 000.00 to ensure sustainable reticulation of electricity services at Piketberg and Porterville.

Civil services

○ **Roads and Storm water**

- The total cost for the resealing of tarred roads according to priorities identified by the Road Pavement System as well as physical inspection amounted to R 1,49 m for a total area of approximately 53 000 m³. This continuous resealing programme is essential to ensure safe road transport services and maintenance of an expensive public asset.
- R 235 000 was spent on upgrading pavements and parking areas to improve pedestrian walkways and roads infrastructure. A Grant of R 500 000 was received from the Western Cape Provincial Government for the improvement of non-motorised walkways at Velddrif and the project is planned to be completed during September 2011.
- R 93 000 was spent on the upgrading of various storm water drainage channels to improve safety and living conditions at Porterville, Piketberg and Velddrif. Storm water master planning for Porterville by V & V Consultants amounted to R 121 000.

○ **Water Services**

- Phase 2 of the multi-year project to increase the capacity of the Water Treatment Works has been completed at a cost of R 3 970 000.00. This upgrade was necessary to accommodate the new low cost housing project and ensure a sustainable supply of potable water to Piketberg.
- R 1 840 000.00 was spent on the replacement of depleted water pipelines, new telemetry equipment and consulting services to ensure quality water services

○ **Sanitation Services**

- Phase 2 of the multi-year project to increase the capacity of the Waste Water Treatment Works has been completed at a cost of R 8 087 000.00 This upgrade was necessary to accommodate the new low cost housing project and to ensure sustainable sanitation services to Piketberg.
- R 46 500.00 was spent on the replacement of depleted sewer equipment, new telemetry equipment, septic tanks and pump stations at Velddrif, Redelinghuys and Piketberg to ensure quality sanitation services.

○ **Refuse Removal Services**

- The efficiency of solid waste collection and removal has been improved by the construction of new solid waste drop-offs at Porterville and Aurora at a cost of R 2, 21 m.
- The Municipality plans to recycle all of its waste and a pilot project has been implemented to measure our waste streams.

- **Land and Buildings**

- The main office buildings at Church Street, Piketberg have been improved by the construction of new office facilities and renovation of the existing offices to provide for sufficient office space to accommodate Council and Executive, Financial Services, Administration Services, Community Services and Technical Services. Phase 1 has been completed at a cost of R 7, 48 m and the final phase is planned to be completed during the 2011/12 financial year. This project was necessitated by the increased number of employees needed to conform to statutory compliance and effective governance.

Chapter 6



CHAPTER 6: FINANCIAL PERFORMANCE

The audited 2010/11 Financial Statements which include the report of the Auditor General provide an accurate reflection of the financial performance of the Municipality for 2010/11. These documents are attached as **Annexure B**.

FIGURES AND TABLES

FIGURES

- Figure 1: Map of Bergrivier Municipality
- Figure 2: Employment by Sector
- Figure 3: Organisational structure
- Figure 4: Functional Performance: Office of the Municipal Manager
- Figure 5: Functional Performance: Administrative Services
- Figure 6: Functional Performance: Financial Services
- Figure 7: Functional Performance: Community Services
- Figure 8: Functional Performance: Technical Services

TABLES

- Table 1: Legislative framework
- Table 2: Bergrivier settlement types, characteristics and economic base
- Table 3: Geographic composition of wards
- Table 4: Population figures per settlement
- Table 5: Annual population growth rate
- Table 6: Gender composition of the population
- Table 7: Age composition of the population
- Table 8: Racial composition of the population
- Table 9: Total number of households and indigent households
- Table 10: Key economic activities within Bergrivier Municipality
- Table 11: Governance performance highlights and challenges
- Table 12: Previous Council (13 April 2011 - 18 May 2011)
- Table 13: New Council (June 2011 - Present)
- Table 14: Council meetings and attendance
- Table 15: Previous Mayoral Committee
- Table 16: Current Mayoral Committee
- Table 18: Current Portfolio Committees
- Table 17: Previous Portfolio Committees
- Table 19: Portfolio Committee Meetings
- Table 20: Administrative Governance Structure
- Table 21: Ward Committee Composition
- Table 22: Ward Committee Meetings and attendance
- Table 23: Local Labour Forum
- Table 24: Bergrivier Municipality District IDP Forum representatives and meetings
- Table 25: Anti-Fraud, corruption and risk strategies and policies
- Table 26: Audit Committee composition and activities

Bergrivier Municipality Annual Report 2010/11

Table 27: Communication compliance checklist

Table 28: Website checklist

Table 29: Workforce profile as at 30 April 2011

Table 30: Approved and Vacant posts as at 1 July 2010

Table 31: Management team

Table 32: Recruitments

Table 33: Promotions

Table 34: Terminations

Table 34A: Terminations per reason

Table 34B: Terminations per directorate

Table 35: Reviewed HR Policies and Plans

Table 36: Skills development

Table 37: Skills Development – Budget allocation

Table 38: Personnel Expenditure

Table 39: Personnel expenditure: Summary of Councillor and staff benefits

Table 40: Performance against National KPI and Indicators

Table 41: Top Level SDBIP – Good Governance and Public Participation

Table 42: Top Level SDBIP – Municipal Transformation and Institutional Development

Table 43: Top Level SDBIP – Municipal Financial Viability and Management

Table 44: Top Level SDBIP – Local Economic Development

Table 45: Top Level SDBIP – Basic Service Delivery

Table 46: Service provider performance

Table 47: Basic services to households

Table 48: Free basic services to households per type of service

Table 49: Access to basic level of services

Table 50: Capex

Table 51: Total capital expenditure on new assets

Table 52: Total capital expenditure

Table 53: Backlogs

Table 54: Water service delivery levels

Table 55: Sanitation service delivery levels

Table 56: Electricity service delivery levels

Table 57: Housing allocations and expenditure

Table 58: Municipal infrastructure grants (MIG)

Table 59 Other capital grants

Table 60: Refuse removal service delivery levels

Table 61: Tarred roads

Table 62: Gravelled roads

Table 63: Cost of construction/maintenance of roads

Table 64: Storm water infrastructure

Table 65: Cost of construction/maintenance of storm water systems

Table 67: Summary of total performance

ABBREVIATIONS AND ACCRONYMS

| | |
|--------|---|
| AG | Auditor-General |
| CAPEX | Capital Expenditure |
| CBP | Community Based Planning |
| CFO | Chief Financial Officer |
| DPLG | Department of Provincial and Local Government |
| DWAF | Department of Water Affairs and Forestry |
| EE | Employment Equity |
| GAMAP | Generally Accepted Municipal Accounting Practice |
| GRAP | Generally Recognised Accounting Practice |
| HR | Human Resources |
| IDP | Integrated Development Plan |
| IFRS | International Financial Reporting Standards |
| IMFO | Institute for Municipal finance officers |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| LED | Local Economic Development |
| MAYCOM | Executive Mayoral Committee |
| MFMA | Municipal Finance Management Act (Act No. 56 of 2003) |
| MIG | Municipal Infrastructure Grant |
| MM | Municipal Manager |
| MMC | Member of Mayoral Committee |
| MSA | Municipal Systems Act No. 32 of 2000 |
| MTECH | Medium Term Expenditure Committee |
| NGO | Non governmental organisation |
| NT | National Treasury |
| OPEX | Operating expenditure |
| PMS | Performance Management System |
| PT | Provincial Treasury |
| SALGA | South African Local Government Organisation |
| SAMDI | South African Management Development Institute |
| SCM | Supply Chain Management |
| SDBIP | Service Delivery and Budget Implementation Plan |
| SDF | Spatial Development Framework |

ANNEXURE A: AUDIT COMMITTEE REPORT

**AUDIT COMMITTEE REPORT
BERGRIVIER MUNICIPALITY**

Report of the Audit Committee

We are pleased to present our report for the financial year ended 30 June 2011.

Audit Committee Members and Attendance:

The audit committee consists of the members listed hereunder and should meet 4 times per annum. During the 2010/2011 financial year 4 meetings were held.

| Name of Member | Number of Meetings Attended |
|---------------------------|------------------------------------|
| Ms L Basson (Chairperson) | 4 |
| Mr C de Jager | 4 |
| Mr J van Dyk | 4 |

Audit Committee Responsibility

We report that we have adopted appropriate formal terms of reference in our charter in line with the requirements of **Section 166** of the **MFMA**. We further report that we have conducted our affairs in compliance with this charter

The effectiveness of internal control

The system of internal control applied by the department over financial and risk management is effective, efficient and transparent.

In line with the MFMA, Internal Audit provides the Audit Committee with reports on the internal controls of the Municipality during the year. The committee has reviewed these reports and has made appropriate suggestions to the municipality.

Internal Audit has also supplied the Audit Committee with updates with regard to the risk management process.

The Audit Committee noted the unqualified audit report from the Auditor General for the Bergrivier Municipality with the emphasis of matters paragraph for the year ending 30th of June 2010.

Bergrivier Municipality Annual Report 2010/11

Evaluation of Financial Statements (2009/2010)

We have:

- Reviewed and discussed the audited annual financial statements to be included in the annual report, with the Auditor-General South Africa and the Accounting Officer.
- Reviewed the Auditor-General South Africa's management report and management's response thereto;
- Reviewed the department's compliance with legal and regulatory provisions
- Reviewed significant adjustments resulting from the audit.

We concur with and accept the Auditor-General of South Africa's report on the annual financial statements, and are of the opinion that the audited annual financial statements should be accepted read together with the report of the Auditor-General South Africa.

Other Matters

The Audit Committee reviewed feedback on outstanding bank reconciliations and long-outstanding debtors.

The Audit Committee also reviewed the process of the accounting regarding water losses incurred by the Municipality.

The Audit Committee also noted the new approved budget.

Internal audit

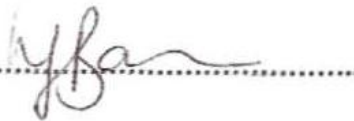
We are satisfied that the internal audit function is operating effectively.

Auditor-General South Africa

We have met with the Auditor- General South Africa to ensure that there are no unresolved issues.

Chairperson of the Audit Committee:

Date: 18.07.2011



**ANNEXURE B:
AUDITED FINANCIAL STATEMENTS AND REPORT OF THE
AUDITOR GENERAL FOR 2010/11**
